

Buncombe County Heritage Development Plan

*Produced for the Citizens of Buncombe County
and in conjunction with the
Blue Ridge National Heritage Area Master Planning Process*



Completed in Partnership with:
NC Department of Commerce
Buncombe County Heritage Council

2006/07 UPDATE

Buncombe County Heritage Development Plan

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BUNCOMBE COUNTY NARRATIVE SUMMARY

COUNTY HISTORY & HERITAGE

Lands belonging to the Cherokee by treaty east of the Swannanoa Gay, changing after General Rutherford's devastating Revolutionary War military campaign against the Cherokee, was opened for immigrant settlement, and pioneers crossed into what is now known as Buncombe County. Once so large it was referred to as the State of Buncombe, the region quickly gave rise to permanent settlements incorporated in 1797 and renamed Asheville in honor of Governor Samuel Ashe.

Buncombe County's location made the area a likely crossroads for livestock drovers heading to market, expanding commerce and attracting more settlers to its picturesque coves and valleys. In 1830, in the bucolic Reems Creek valley, near Weaverville, NC's Civil War Governor Zebulon Baird Vance was born. Today, the Vance Homestead stands as a testament to the simple ways of early 19th century mountain living.

Nearly 50 years later, Francis Tiernan, writing under the pen name Christian Reid, first used the phrase "The Land of the Sky," to describe the area. When the railroad finally broke through the Eastern Continental Divide and the first train arrived at Best station (now Biltmore) in 1880, promotional brochures adopted the "land of sky" as an advertising slogan, and visitors soon flocked to the mountains.

The area's clean mountain air, majestic scenery, and the comfort of the many hotels and guest house that developed to serve the new tourism industry – particularly in the Asheville Area –provided guests with a sense of renewal and rejuvenation.

Summer tourists were not the only ones to discover the area; capitalists and entrepreneurs quickly followed. From Cleveland came George Willis Pack; Edwin W. Grove arrived via St. Louis; and from New York City came a member of one of America's best-known families, George Washington Vanderbilt. Vanderbilt began purchasing land and by 1889, he brought artisans from around the world to create Biltmore Estate and the surrounding village. It took craftsmen more than six years to build the 250-room mansion, which remains America's largest private home.

By the turn of the century, the region was a magnet to those suffering from respiratory ailments such as tuberculosis. Its growing status as a health resort led to real estate investment and speculation. Among the speculators was Julia Wolfe, whose obsession with real estate led her to purchase a rambling boardinghouse in Asheville. Her son, noted American author, Thomas Wolfe, wrote so frankly of his reminiscences of the home and town in his autobiographical novel, "Look Homeward, Angel," that his book was banned from Asheville's public library and the novelist avoided coming home.

Francis Goodrich started Allanstand Cottage Industries and in 1908 opened a retail showroom in Asheville. From these austere beginnings, the Southern Highlands' multi-million dollar handicrafts industry was launched, and is thriving today. Ms. Goodrich's dream of developing cottage industries to supplement the mountain families' farm income is being carried on by a new breed of craftspeople.

With the onset of the Great Depression, the area's prosperity turned to bust, leaving the city of Asheville with a greater debt burden than any other town in the state. Public works projects, particularly the construction of the scenic Blue Ridge Parkway, eased unemployment in the county, but it was not until 1976 when the last obligations were paid by Asheville.

Today, Buncombe County is home to charming historic districts and thriving arts community, and is a model for downtown revitalization. Buncombe County has 200,000 residents and nearly 6.5 million annual visitors, including 2.25 million whom overnight in the area.

HERITAGE PLANNING REVIEW

Buncombe County has a significant existing inventory of notable sites, heritage activities and natural places that are a source of pride of the community and attractive to many visitors. The challenge, though, in this rich repository is encouraging a full understanding of the scope of resources and how to experience them. Smaller significant heritage sites can be overshadowed by more prominent attractions that are equally important, yet have more marketing resources. Residents and visitors alike are not fully aware of the extent of offerings. In addition, there are many opportunities within the County to fill voids in the heritage tourists' experience Buncombe County's heritage through the enhancement and marketing of underutilized or undeveloped sites.

Buncombe County sees itself as a particular asset to the BRNHA as the Heritage Area seeks to leverage funds. Buncombe County's advantages include: its status as a hub for the entire BRNHA, home of the Blue Ridge Parkway headquarters, location of the Asheville Regional Airport which services the entire WNC region, and dedicated sources of significant dollars dedicated to marketing the area.

Based on input at public meetings and a survey (attached) that was sent to more than 100 community partners and leaders, the Buncombe Co. Heritage Planning team has collected an extensive list of emerging and new initiatives. Several projects require no additional funding and are merely reflective of existing efforts that fall within the scope of the themes identified in the BRNHA designation. In addition, Buncombe County looks forward to potential collaboration with neighboring counties when possible to create a stronger regional impact, especially in the area of marketing and directing visitors through the region. Several priorities identified during the heritage planning process include: Riverfront Development, enhancing existing smaller museums, and preservation of existing historic sites.

BUNCOMBE COUNTY HERITAGE PLAN SUMMARY CHART OF INITIATIVES

Initiative Name	Estimated Costs
Promoting Farmers' Tailgate Markets as an Agricultural Heritage Experience: ASAP	\$ 176,000
Promoting Farmers' Tailgate Markets as an Agricultural Heritage Experience: ASAP Multi County	\$ 130,000
Asheville Area Arts Council Advertising Campaign	\$ 1,000,000
Asheville Area Arts Council Area Arts Guide	\$ 100,000
Asheville Area Arts Council Regional Artist Project Grants	\$ 11,000
Asheville Area Arts Council Translating the Urban Trail Brochure into Spanish, French and German	\$ 8,925
Asheville Area Chamber of Commerce Visitor Center	\$ 5,200,000
Asheville Art Museum Planned Expansion	\$ 20,000,000+
Asheville Art Museum – Holden Gallery Exhibit Series, annually	\$ 40,000
Biltmore Estate's Farm Village	\$ 1,500,000
Black Mountain Center for the Arts Folk History Project (5 years)	\$ 202,500
Black Mountain College Museum +Arts Center: Creative Legacy: the Enduring Cultural Impact of Black Mountain College	\$ 120,000
Blue Ridge Parkway Regional Destination Visitor Center	\$ 12,000,000
Center for Diversity Education Exhibits	\$ 300,000
	\$ 75,000
City of Asheville Arts and Tourism Information KIOSK Project	
City of Asheville Renovation of Historic Memorial Stadium	\$ 2,021,455
City of Asheville Restoration of Thomas Wolfe Cabin	\$ 350,000
Great Smokies Writing Program	\$ 285,000
Grove Arcade Maps in Motion at Grove Arcade Heritage Gallery	\$ 200,000
Perpetuating the region's traditional music for youth (modeled after and an expansion of the JAM program)	\$ 85,000
Jewish Life in Western North Carolina Documentation	\$ 50,000
Linking Lands and Communities across the Blue Ridge National Heritage Area (a.k.a. Designing a Green Infrastructure Network for the BRNHA) – pilot project	\$ 150,000
Montreat College Restoration of Historic InTheOaks Estate	\$ 2,000,000
Museum of Western North Carolina Development	\$ 40,000,000
NC Arboretum Performance and Educational Programming Development	\$ 2,300,000
NC Arboretum - The Southern Appalachian Performance Venue	\$ 3,300,000
Holly: Rooted in Heritage and Horticulture: (Holly Garden, Phase 2) at The North Carolina Arboretum	\$ 75,000
Stories from a Springhouse : Demonstration Greenhouse at The North Carolina Arboretum	\$ 326,800

NC Center for Creative Retirement Blue Ridge Naturalist Educational Program (4 years)	\$	117,652
Natural/Recreational Three-County Greenway System	\$	20,219,760
Pack Square Renaissance	\$	12,850,000
Regional Greenway Project		Unknown
Riverlink - A Guide to Wilma Dykeman's Writings	\$	30,000
Riverlink – Celebrating Our Rare and Endangered Species in the French Broad River Watershed		Unknown
Riverlink – Icon Bridge for French Broad River		Unknown
Riverlink – River Historic District Designation		Unknown
Riverlink – Wilma Dykeman RiverWay	\$	34,000,000
Riverlink – Wilma Dykeman RiverWay Linkage to Appalachian Trail and Mountains to Sea Trail		Unknown
Riverlink - The French Broad River Experience: History, Outdoor Adventure, Things To Do and See	\$	59,750
Smith-McDowell House Museum Heritage Alive Festival (5 years)	\$	225,000
Smith-McDowell House Museum Restoration and Access Project	\$	962,500
Southern Highlands Craft Guild – Upgrading and Expansion of the Blue Ridge Parkway's Folk Art Center	\$	5,000,000
Stoneleaf North Carolina Theater Festival (5 years)	\$	1,650,000
Swannanoa Valley Museum Historical Restoration and Museum Upgrade	\$	1,000,000
Swannanoa Pride	\$	30,000
The Health Adventure Educational Attraction	\$	23,000,000
UNC Asheville – Center for Health and Wellness Development	\$	36,000,000
UNC Asheville – Convocation and Multi-Purpose Center	\$	8,000,000
UNC Asheville - Craft Campus	\$	6,000,000
UNC Asheville – Digital Repository of Cherokee Heritage of Western North Carolina	\$	10,000
UNC Asheville – Environmental Quality Institute Lead Poisoning Prevention Project and Water Contamination Project (5 years)	\$	75,000
UNC Asheville – National Environmental Modeling and Analysis Center	\$	1,600,000
UNC Asheville – Pisgah Astronomical Research and Science Center (PARSEC)	\$	19,725,000
Urban Commons -		In Development
YMI Heritage Initiative	\$	35,000
GRAND TOTAL	\$	242,596,342

Initiative Title:	Promoting Farmers' Tailgate Markets as an Agricultural Heritage Experience: Appalachian Sustainable Agriculture Project (ASAP)
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Project Narrative or Description:	<p>Destination Development Consultant Roger Brooks recently told a WNC audience that visiting farmers' markets is one of the top 8 activities preferred by today's baby boomer travelers. At the same time, the BRNHA is characterized by a vast economy of family farms struggling to emerge from the tobacco buyout and the globalization of agriculture, with direct sales of farm goods to the buying public providing one beacon of hope.</p> <p>This ongoing initiative provides media, visitors, and locals with accurate and appealing information to help them find their way to an authentic, fun, and economy-enhancing experience buying direct from farmers at the 36 farmers' tailgate markets within the BRNHA. ASAP does this through interaction with newspaper and magazine writers, collaboration with tourism development authorities and chambers of commerce, distribution of the ASAP <i>Local Food Guide</i>, and assistance provided to the markets themselves to aid in self-promotion and organization. A website, www.buyappalachian.org, provides searchable links to hundreds of farm-based activities and all local farmers' tailgate markets.</p> <p>Looking forward, these promotions can enhance the BRNHA by:</p> <ol style="list-style-type: none"> 1) ASAP staff working as directed by the BRNHA to make location-specific web information and Local Food Guides available to each County Heritage Planning Team as requested. 2) ASAP staff providing "best practices" information regarding market organization and promotion to County Heritage Planning Teams as requested. A document, the "Appalachian Grown Farmers' Market Toolkit" was completed in 2006 and gathers needed information for farmers interested in selling direct to customers at market. This can be made available. 3) ASAP cross-promoting heritage-related events to its existing audience of farmers, retail businesses, and consumers. 4) ASAP staff working with a group of farmers to plan a large, centralized, destination farmers' market in downtown Asheville, which will serve as an "economic engine" to move dollars to farmer/vendors from multiple surrounding counties that lack the higher-wealth buyers who shop in Asheville.
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Goal:	The primary goal of this project is to build economically viable markets for the BRNHA's 12,000 family farms so that they will still be working farms for many years to come. Secondary goals include providing an authentic, delicious connection to agriculture heritage for visitors and residents of our region; and assisting in the success of the BRNHA by helping bring farms into the heritage experience.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Appalachian Sustainable Agriculture Project Charlie Jackson, Executive Director Peter Marks, Program Coordinator	Basic yearly budget for these activities is \$176,000. Cost of specific initiatives mentioned above will vary	Ongoing. The Local Food Guide is printed yearly in the Spring.

	depending on level of interest.	
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Action Items:	Resources Required:	Who's Responsible:
-print Local Food Guide yearly (100,000 copies in 2007)	About \$30,000 print cost. Large amounts of ASAP staff time for design and coordination.	-ASAP staff
-distribute Local Food Guide to 250 locations and all visitor and welcome centers.	Participation by area tourism officials.	-ASAP staff, contracted distributor, welcome centers.
-work to coordinate and promote farmers' markets and expand membership in Mountain Tailgate Market Association, which provides organizational and marketing support to farmers' markets.	-meeting space, promotional budget for market promotions (\$10,000 in 2006 would need to expand to promote markets in other areas).	-ASAP staff
-share best practices for design and promotion of farmers' markets as requested by local market planners. Share "Appalachian Grown Farmers' Market Toolkit" as requested.	-ASAP staff time, meeting locations, participation by market managers throughout region.	-ASAP staff
-hire part-time market manager for new destination market in downtown Asheville in early 2007.	-\$36,000 includes manager salary and ASAP staff support work.	-ASAP staff and farmer planning group.
-provide a budget for initial promotion and organization of new market.	-\$10,000 provides a basic marketing budget for promotion of a significant new heritage event destination.	-newly hired market manager

Performance Measures:	Success of farmers' markets can be measured through customer counts, farmer surveys, counts of number of markets or numbers of farmers. Previous ASAP research has established data about the benefit of farmers' markets to surrounding businesses, and this can be applied to develop a rough guess as to broad economic impact.
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Status:	Appalachian Sustainable Agriculture Project makes it a priority to fund farmers' market support and promotion activities each year. Specific outreach to multiple BRNHA counties is pending funding and expression of interest. A more sophisticated and interactive web-based farm tourism planning tool is in the development stage and seeking funding. The Mountain Tailgate Market Association is currently comprised of 12 member markets
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	<p>and invites expansion. The new downtown market has been in planning stages with a dedicated group of farmers for 2 years. The City of Asheville Economic Development office and the Downtown Commission have endorsed the project and provided site identification support and pledged logistical support. A location – Spruce and Walnut streets, near Pack Square, the Renaissance Hotel, the Thomas Wolfe House, and the Asheville Community Theater – has been recommended by the City and approved by the planning group. Site development, fundraising, and farmer outreach are underway.</p>
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Initiative Title:	Promoting Farmers' Tailgate Markets as an Agricultural Heritage Experience: Appalachian Sustainable Agriculture Project (ASAP)
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Project Narrative or Description:	<p>Destination Development Consultant Roger Brooks recently told a WNC audience that visiting farmers' markets is one of the top 8 activities among baby boomer travelers. At the same time, the BRNHA contains a vast economy of family farms struggling to emerge from the tobacco buyout and the globalization of agriculture, with direct sales of farm goods to the public providing one beacon of hope.</p> <p>This ongoing initiative provides media, visitors, and locals with accurate and appealing information to help them find their way to an authentic, fun, and economy-enhancing experience buying direct from farmers at the 36 farmers' tailgate markets within the BRNHA. Appalachian Sustainable Agriculture Project (ASAP) has a proven track record of experience in promoting local farm and food destinations including farmers' markets. ASAP does this through interaction with newspaper and magazine writers, collaboration with tourism development authorities and chambers of commerce, distribution of the ASAP <i>Local Food Guide</i>, and assistance provided to the markets themselves to aid in self-promotion and organization. A website, www.buyappalachian.org, provides searchable links to hundreds of farm-based activities and all local farmers' tailgate markets.</p> <p>Looking forward, these promotions can enhance the BRNHA by:</p> <ol style="list-style-type: none"> 5) ASAP staff working as directed by the BRNHA to make location-specific web information and Local Food Guides available to each County Heritage Planning Team as requested, . 6) ASAP staff providing "best practices" information regarding market organization and promotion to County Heritage Planning Teams as requested. A document, the "Appalachian Grown Farmers' Market Toolkit" was completed in 2006 and gathers needed information for farmers interested in selling direct to customers at market. This can be made available. 7) ASAP cross-promoting heritage-related events to its existing audience of farmers, retail businesses, and consumers.
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Goal:	The primary goal of this project is to build economically viable markets for the BRNHA's 12,000 family farms so that they will still be working farms for many years to come. Secondary goals include providing an authentic, delicious connection to agriculture heritage for visitors and residents of our region; and assisting in the success of the BRNHA by helping bring farms into the heritage experience.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Appalachian Sustainable Agriculture Project Charlie Jackson, Executive Director Peter Marks, Program Coordinator	Basic yearly budget for these activities is \$130,000. Cost of specific initiatives mentioned above will vary depending on level of interest.	Ongoing. The Local Food Guide is printed yearly in the Spring.

Action Items:	Resources Required:	Who's Responsible:
-print Local Food Guide yearly (100,000 copies in 2007)	About \$30,000 print cost. Large amounts of ASAP staff time for design and coordination.	-ASAP staff
-distribute Local Food Guide to 250 locations and all visitor and welcome centers.	Participation by area tourism officials.	-ASAP staff, contracted distributor, welcome centers.
-work to coordinate and promote farmers' markets and expand membership in Mountain Tailgate Market Association, which provides organizational and marketing support to farmers' markets.	-meeting space, promotional budget for market promotions (\$10,000 in 2006 would need to expand to promote markets in other areas).	-ASAP staff
-share best practices for design and promotion of farmers' markets as requested by local market planners. Share "Appalachian Grown Farmers' Market Toolkit" as requested.	-ASAP staff time, meeting locations, participation by market managers throughout region.	-ASAP staff

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Initiative Title:	Asheville Arts Advertising Campaign
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Project Narrative:	<p>Tourists from North Carolina and across the country think of Asheville as a destination for Appalachian crafts and folk art. This project would create an advertising campaign to promote Asheville as an arts destination for visual arts, dance, theatre, music and more. The ads will be placed in local, statewide, and national markets.</p> <p>The campaign will be administered by the Asheville Area Arts Council. Advertising should have a unified look and theme, and it will have two purposes: first, it will educate tourists and residents about the importance of the arts as an economic force in our community, and second, it will provide information on how to find arts groups. Specifically, it will direct people to the Arts Council website, which will be an information center with a calendar, and links to individual arts organizations. Advertising may also highlight specific arts disciplines at various points throughout the year.</p> <p>Note: This advertising campaign is a component of an overall marketing strategy, spearheaded by the AAAC, that would include an Arts Guide, and a series of information kiosks.</p>
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Goal:	By funding an ad campaign through our umbrella organization, the Asheville Area Arts Council, local arts organizations will receive more exposure than they could normally afford. Most individual organizations do not have the budgets to advertise in markets outside WNC. This ad campaign will reach potential visitors as they are planning their trips, hopefully encouraging them to extend their stays.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Amanda Leslie, North Carolina Stage Company, AAAC volunteer Adrienne Crowther, Asheville Area Arts Council Executive Director	\$1 million for a mixed media campaign of print, television, radio	Six months from start of funding

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> • Create a volunteer committee to solicit input from member organizations • Consult with a marketing firm to create ad campaign • Update and expand Asheville Area Arts Council website 	The Arts Council is already focusing on taking on an advocacy role for the Asheville arts community. The Arts Council will need to work with a marketing firm to create the ad campaign.	

Performance Measures:	
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Initiative Title:	Arts Council- Asheville Area Arts Guide
Project Narrative:	<p>The Asheville Area Arts Council (AAAC) publishes an arts calendar in their quarterly newsletter. This project would expand that calendar to include events, profiles and contact information for individual arts organizations in the AAAC's region. The Arts Guide would be distributed to local hotels, businesses, and visitor's centers. In addition, the Guide could be included in the Asheville Chamber of Commerce's Relocation Packet, and sent to other NC Visitors Centers outside WNC.</p> <p>In the first phase, the Arts Guide would include members of the Asheville Area Arts Council only. The AAAC already has a system in place to contact these groups and solicit information. In the future, the Guide might be expanded to include arts organizations in the counties surrounding Asheville, by working with other Arts Councils through WAANC.</p> <p>Note: The Arts Guide is a component of an overall marketing strategy, spearheaded by the AAAC that would include a national and statewide campaign, and a series of information kiosks throughout the city.</p>

Goal:	We want to make it easier for out of town visitors to find arts events in Asheville. The Arts Guide will create a central source of information about the arts in the Asheville area for out of town visitors and residents alike. The publication will increase marketing and publicity for all arts organizations in the Asheville area without increasing their individual marketing budgets.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Amanda Leslie, North Carolina Stage Company, AAAC volunteer Adrienne Crowther, Asheville Area Arts Council Executive Director	\$100,000	Six months from start of funding

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> • Create a volunteer committee to help Adrienne Crowther plan content of Guide • Get quotes for designing and printing the Guide • Compile list of distribution locations and make contacts with them • Solicit information from member organizations 	<p>Arts Council staff time to collect information and make contacts for distribution</p> <p>Graphic design and printing costs</p>	Asheville Area Arts Council

Performance Measures:	<ul style="list-style-type: none"> • Increased attendance for member organizations • Increase in hits on the AAAC website • Measure number of guides distributed <i>outside</i> of Asheville
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Status:	Planning phase
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Initiative Title:	Arts Council - Regional Artist Project Grants
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Project Narrative:	The Regional Artist Project Grants Program is an annual grant program conducted by Local Arts Councils in Buncombe, Avery, Madison, Mitchell, and Yancey counties that provide financial support for committed, accomplished artists by funding a project pivotal to a career in their respective art forms. The program is intended to support exceptionally talented artists who already have a strong record of accomplishment appropriate to the stage of their career. The North Carolina Arts Council provides up to \$8,000 in matching funds for the program. Last year we disbursed \$9,000.00 to help artists with projects ranging from building new kilns to taking workshops to traveling for book research.
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Goal:	As we all know, the arts are a crucial part of why tourists come to visit our area and why retirees and others choose to live here. By supporting and encouraging artists and making funds available for them to grow and develop, we ensure the continued success of our area.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Asheville Area Arts Council Rachel Figura	3,500 in admin from BRNHA 8,000 in grant money to distribute from BRNHA 8,000 in grant money from NCAC <u>Total: \$11,500</u>	The program occurs every year with this year's deadline being Aug. 19, 2005. The grantees receive money in November and have from Dec 2005-Dec 2006 to complete their project. The funding would be a recurring expense every year.

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> - Apply to state for grant - Make corrections to last year's application and promotional material - Create budget for the coming year - Make website changes for the upcoming cycle - Create mailing lists and send out publicity - Distribute applications - Hold info workshops - Accept applications - Obtain panelists to review the applications - Prepare the audio, visual, and performance materials for review - Monitor the review panels - Determine finalists - Schedule final interviews - Notify recipients and those declined - Send artists contracts and final report 	All required resources are in place already; we have been doing the program since 1998 and now are seeking funding sources to expand it.	Rachel Figura, AAAC Arts Project Coordinator administers the grants program

information - Send thank you letters to the panelists - Disburse funds grant funds - Collect final reports - Submit final report to NCAC		
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Performance Measures:	We submit a final report to North Carolina Arts Council that tracks how many applicants we have had, their demographics, the type of projects submitted and the total amount requested.
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Status:	We currently administer the program with money from our fund drive, but with BRNHA money, we would be able to request the full grant amount from the North Carolina Arts Council, allowing us to take advantage of their matching funds.
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Initiative Title:	Arts Council-Translating the Urban Trail Brochure into Spanish, French, and German
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Project Narrative:	The Asheville Urban Trail is a group of 30 sculptures telling the history of downtown Asheville. The sculptures form a 1.7 mile trail around the heart of downtown and have been called Asheville’s “museum without walls.” We currently offer guided tours on the weekend and accommodate many school groups, but the majority of visitors are able to enjoy the trail themselves with a self-guided tour from one of our brochure maps. We have a large number of European tourists as well as a large local population of Spanish speakers and we are seeking to translate our brochure into French, German, and Spanish. Providing the brochure in those languages would help to bring Asheville’s history to a greater number of people.
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Goal:	To help spread Asheville’s unique history to groups that do not speak English as a first language, making Western North Carolina a more desirable location for international tourism.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Asheville Area Arts Council Rachel Figura	Design Fees: \$500 Spanish Trans.: \$1,035 German Trans.: \$670 French Trans.: \$920 Readers: \$300 Admin: \$500 Printing Fees: \$5,000 Total: \$8,925	6 months

Action Items:	Resources Required:	Who’s Responsible:
<ul style="list-style-type: none"> - Provide translators with brochure text - Get translated text to our proofreaders - Send translated text to brochure designer - Have proofreaders review brochure - Send brochure to printer - Receive brochures from printer - Distribute brochures to Pack Place and Chamber of Commerce - Send out press information about the translated brochures and mail copies to target groups 	The whole project only requires that we find reputable translators, proofreaders, graphic designers, and printers to work with, that we provide them with the text from the current Urban Trail brochure, and that we follow through with getting the word out about the new brochures.	Rachel Figura

Performance Measures:	We will assess the community response to the brochures, restock them as needed, and print more if supplies run low.
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Status:	Materials are all in place to begin the project, but funding is needed.
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Initiative Title:	Asheville Area Chamber of Commerce Visitor Center
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Project Narrative:	
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Goal:	The Visitor Center will showcase Asheville/WNC's many attributes that will positively impact the number of visitors, expenditures, and room nights in Buncombe Co.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Richard Lutovsky, President and CEO, Asheville Area Chamber of Commerce	\$5.2 million	To open November 2005

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> Partner with other Visitor Centers at Pack Place Train industry partners on the WNC Culture Continue to work with Chamber for partnerships in the Visitor Center to raise funds 	No cost to these items.	Kelly Miller Phyllis Fiscus Rick Lutovsky

Performance Measures:	Successful satellite Visitor Centers and staff with knowledgeable, informed staff. Continued resources to fund the Visitor Centers.
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Status:	COMPLETE - 2006
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Initiative Title:	Asheville Art Museum Expansion
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Project Narrative or Description:	<p>The mission of the Asheville Art Museum is to collect, preserve and interpret American art of the 20th and 21st centuries with a special focus on work of significance to the Southeast, particularly the Southern Appalachian region. The Museum, which was founded in 1948, has a long history of presenting exhibitions and programs exploring the history and heritage of our area and celebrating our local ongoing tradition of fine contemporary art and craft and is committed to continuing such programs in the future. Highlights over the past five years include such exhibitions as <i>Sandburg and Steichen: Artistic and Family Ties</i> (fall 2001), <i>Rafael Guastavino: Barcelona to Black Mountain</i> (winter 2002), <i>Rustic Furniture of the Appalachians</i> (spring 2002), <i>Doris Ulmann and the Crafters of Western North Carolina</i> (summer 2002), <i>Sodom Laurel Album, Madison County, North Carolina: Rob Amberg Photographs</i> (fall 2002), <i>A Certain Quality of Spirit: The Photography of Bayard Wootten</i> (fall 2003), <i>Looking Within: Mark Peiser – The Art of Glass</i> (winter 2004), <i>Forgotten Asheville: Kent Washburn Photographs</i> (spring 2004) <i>Limberjacks and Dancing Figures: An Appalachian Puppet Tradition</i> (summer 2004); <i>Handwrought Silver and Architecture: The Artistry of William Waldo Dodge</i> (winter 2005); <i>Transformations: Cherokee Baskets in the Twentieth Century</i> (winter 2005); <i>Tradition and Beyond: The Basketry of Billie Ruth Sudduth</i> (summer 2005); <i>Walter B. Stephen: Potter of Distinction</i> (winter 2006); <i>Norm Schulman: A Life in Clay</i> (summer 2006) and several Black Mountain College exhibitions planned for 2006/07.</p> <p>To further its mission and increase service to the region and its visitors, the Museum is planning a major building expansion which will significantly increase state of the art exhibition and educational program space. The expanded Asheville Art Museum will be a center for the entire community and a new cultural destination for important special exhibitions and groundbreaking educational programs. The expansion will enable the Museum to better serve the needs of both resident and tourist visitors, and will support the Grove Arcade, the Pack Square Renaissance and the activities of the Museum’s community partners including the Diana Wortham Theatre, the Colburn Earth Science Museum, the YMI Cultural Center and the Chamber of Commerce.</p>
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Goal:	To create a beautiful, welcoming and state of the art museum housing great art and stimulating programming that enriches the lives of residents and visitors to the region through experiences that speak to the uniqueness of our Western North Carolina communities.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Board, staff and volunteers of the Asheville Art Museum	\$20 million +	Planning and fundraising 2006-2009. Construction 2009-2011. Grand Opening 2011

Action Items:	Resources Required:	Who’s Responsible:
Complete schematic design Develop and launch campaign Design development/construction documents Construction	\$20 million +	Asheville Art Museum Board of Trustees, staff and consultants, with community, state and federal government participation.

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Performance Measures:	Increased Museum membership and visitation, expanded education programs, restoration of Pack Memorial Library, renovation of Pack Place, expanded service to residents and to visitors, a 21 st century signature building for the region, increased permanent collection and temporary exhibition space, increased collection storage and public program facilities, increased regional economic impact.
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Status:	The Museum has completed the preliminary design and program development phase and begun the schematic design phase which is expected to be complete by January 2007. Planning for a capital campaign is underway with significant leadership gifts secured and in process. Restoration work on the Pack Memorial Library exterior will take place as soon as funding is in place. Construction and renovation on the interior of the Library and Pack Place will begin as soon as the Health Adventure vacates the property, anticipated for 2009.
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Initiative Title:	ASHEVILLE ART MUSEUM - Holden Community Gallery Exhibition Series
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Project Narrative or Description:	<p>The Asheville Art Museum is the only of its kind serving all of the 24 counties that comprise Western North Carolina (WNC). The Museum’s mission is to collect, preserve and interpret American art beginning in the 20th century, with a focus on art of significance to the Southeast. The Museum is the only organization that preserves important aspects of the rich cultural heritage of WNC through strategic collecting and conscientious stewardship of great past and contemporary regional works of art and studio craft. The Museum is a starting point for exploration of cultural heritage and art in Asheville and WNC for students, other residents and visitors. In 2004/2005, the Museum served 90,652 people, 5,081 students and many regional, national and international visitors. To serve these audiences, the Museum strives to be welcoming, provocative, entertaining, illuminating and energizing while providing opportunities for contemplation and seminal moments of inspiration for audiences of all ages and backgrounds.</p> <p>The Museum has an ongoing series of educational programs, publications and exhibitions in the Holden Community Gallery which showcase the works of emerging, mid-career and mature artists and studio craftspeople of WNC and on the area’s regional cultural heritage. The Holden Community Gallery is open to the public free of charge at all times welcoming, educating and engaging residents and tourists in the arts of WNC. Educational programming in conjunction with the exhibitions in the Holden Community Gallery, maximize the impact of available resources, allow for new perspectives in cross-curriculum learning and provide a new, and otherwise unavailable, dynamic environment for children, educators and adults to explore artistic excellence, their own heritage and creativity and gain insights into contemporary society. Public programming including artists’ and scholars’ talks are developed to accompany each exhibition engaging participants of all ages in active interpretation and appreciation. The Museum presents three to four exhibitions in the Holden Community Gallery each year.</p> <p>Past exhibitions in the Holden Community Gallery include <i>Tradition and Beyond: The Basketry of Billie Ruth Sudduth</i> (summer 2005), highlighting the work of this master basket maker from WNC; <i>Walter B. Stephen: Potter of Distinction</i> (winter 2006), featuring the work of the WNC potter who operated the Nonconnah Pottery and the Pisgah Forest Pottery; <i>The Picture Man: Photographs by Paul Buchanan</i> (fall 2005), presenting photographs from this WNC photographer of the mid-20th century giving a sense of history, the reality of the place and time when he worked; <i>Limberjacks and Dancing Figures: An Appalachian Puppet Tradition</i> (summer 2004) presented in conjunction with the 2004 festival of the Southeast region of the Puppeteers of America; <i>Fine and Functional: Early Buncombe County Pottery</i> (summer 2001), an exhibition of WNC art and utilitarian pottery from the mid 19th to the mid 20th century, <i>Steichen and Sandburg: Artistic and Family Ties</i> (fall 2001) which explored the relationship between two major 20th century creative powers, writer Carl Sandburg and photographer Edward Steichen both of whom had important ties to WNC, <i>Rustic Furniture of the Appalachians</i> (winter 2002) featuring furniture and decorative accessories made with native hewn and unhewn rhododendron, laurel and willow; and <i>Doris Ulmann and the Crafters of WNC</i> (summer 2002), photographic portraits of artisans and objects from the John C. Campbell School.</p> <p>Upcoming exhibitions in the Holden Community Gallery include <i>Norm Schulman: A Life in Clay</i>, which feature the work of this distinctive and influential WNC ceramist; <i>Having a Wonderful Time: 100 years of Postcards from Asheville and Western North Carolina</i> examining how Asheville was depicted in postcards and how this influenced tourists and residents featuring photography by George Masa and William Henry Jackson; <i>Make It New: 2007 Western North Carolina Artists Exhibition</i>, a juried exhibition of work from WNC professional and amateur artists; and <i>Groovy Garb: The Paper Clothing of the Mars</i></p>
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	<p><i>Company</i> (working title) exploring the 1960s and 70s paper clothing design produced in WNC.</p> <p>The Blue Ridge National Heritage Area was created in recognition of the magnitude and abundance of historical, cultural and natural heritage assets in WNC. As stated on the Heritage Area's website, "the North Carolina mountains have become the center of handmade art and craft in America, with a rich legacy of both traditional and contemporary craft schools and over 4,000 working craftspeople." Support for the Museum's exhibitions and educational programming in the Holden Community Gallery will promote and highlight the cultural "assets" of WNC by celebrating the region's artists, craftspeople and cultural heritage.</p>
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Goal:	<ul style="list-style-type: none"> - to increase access to and understanding of emerging, mid-career and mature artists and studio craftspeople of WNC and on the area's regional cultural heritage; - to deepen participation by increasing newcomers' and long-time residents' knowledge of WNC cultural heritage and contemporary art scene;
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Board, staff and volunteers of the Asheville Art Museum	Approximately \$40,000 each year	2006-2009

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> - plan and implement three to four exhibitions in Holden Community Gallery each year - develop educational materials including exhibition signage, didactics, gallery guides, school programming and public programs. - Evaluate exhibition impact. 	Approximately \$40,000 each year	Asheville Art Museum Board, staff, volunteers, contracted services and consultants

Performance Measures:	The Museum's evaluation processes are continuous, ongoing and a critical component of all its endeavors. Standard procedures include surveys, questionnaires, focus groups and advisory committees that engage diverse segments of the population and program constituents in the ongoing planning and evaluation of all Museum programs. Exhibition attendance, and public program attendance will be monitored and feedback from visitors and participants will be encouraged.
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Status:	The Museum will open the next exhibition in the Holden Community Gallery <i>Norm Schulman: A Life in Clay</i> on June 23, 2006. The exhibition will be on display until October 29, 2006.
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Initiative Title:	Biltmore Estate's Farm Village
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Project Narrative:	Biltmore Estate is developing the area surrounding the Historic Horse Barn, an original and unique building which was the center of farm life during Vanderbilt's time. The goal is to tell the story of life on the farm on Biltmore Estate, the lives of the people who lived on the estate, and to demonstrate some of the work and activities that were necessary to maintain what was a state of the art farm in its day.
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Goal:	Tell the other side of the Biltmore Story – life on the farm, while continuing to achieve the mission of preserving the estate.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
The Biltmore Company	\$1.5 million	Over the next 5 years

Action Items:	Resources Required:	Who's Responsible:

Performance Measures:	Increases in visitation and length of stay.
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Status:	Phase One opened last year, with initial restoration of the Historic Horse Barn, and development of an animal barn and kitchen garden. Phase Two is under way, with development of a film to interpret farm life, adding more animals, and further development of children activities.
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Initiative Title:	Creative Legacy: the Enduring Cultural Impact of Black Mountain College
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Project Narrative:	Black Mountain College, which existed east of Asheville from 1933 to 1956, is an important part of the cultural heritage of WNC, both in terms of its worldwide cultural impact and as an expression of our region’s spirit of creativity and independent thinking. This project consists of a series of lively annual (June-November) thematic exhibitions for the general public, combined with educational outreach programs to area schools. The plan will also publicize the series of exhibits and programs and their relation to the cultural history of the Blue Ridge.
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Goal:	<ol style="list-style-type: none"> 1. To educate tourists, the local public, and school groups about the importance of Black Mountain College, and to inspire in others the creativity fostered by the college. 2. To provide another significant attractor to downtown Asheville as a tourist destination.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Black Mountain College Museum & Arts Center, 56 Broadway, Asheville, NC - John Wright, Board Chair - Alice Sebrell, Staff Person	5 x \$24,000 = \$120,000	5 Years: 2005-2009

Action Items:	Resources Required:	Who’s Responsible:
- plan & implement 5 annual thematic exhibitions	<u>Per year:</u> \$12,000 for materials, fabrication & staff costs	BMCMAC Board, staff, contract staff, consultants
- educational materials & programs	\$6,000 for materials & staffing	(same as above)
- promotional materials & costs	\$6,000 for materials & distribution	(same as above)

Performance Measures:	<ul style="list-style-type: none"> - exhibition and program attendance - teacher & student performance evaluation
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Status:	“Ideas & Inventions: Buckminster Fuller & Black Mountain College,” the first of our series, ran July-Nov 2005. The second, “Hazel Larsen Archer/Black Mountain College Photographer” is our current exhibition. Programs for 2007 and beyond are in varying stages of development.
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Initiative Title:	<u>Black Mountain Center for the Arts Folk History Project</u>
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Project Narrative:	<p>This initiative began with funding from the National Endowment for the Arts and the Community Foundation of Western North Carolina in 2001. It supported a community-based effort to collect stories from natives of the Swannanoa Valley via story circles and oral interviews. These were taped, transcribed, studied and used as the base for an ongoing and evolving theatre production called Way Back When: Folk Stories of Black Mountain and the Swannanoa Valley. This highly successful project is currently working as a twice-yearly production, Spring and Fall, with both local and tourist audiences. It has also been performed in the local schools along with artist residencies for fourth graders as part of their curriculum.</p> <p>Out of the Way Back When project, the Center for the Arts discovered a local family whose four sons became well known woodcarvers. One of them, Wade Martin (now in his 80's) gave us a story about how he learned to carve with a magic barlow knife, given to him by the wee folks on Flat Top Mountain. This became the impetus for a new theatre piece, The Woodcarver's Christmas. December 2004 was our second run of this magical family puppet theatre show.</p> <p>The most recent component of this initiative is a partnership with the Swannanoa Valley History Museum to produce a new Heritage Music Series with monthly concerts and jams featuring the diverse traditional music here in the valley. The kick off for this is planned for April 9, 2005 and includes a day of workshops, demos and instrument swapping before the evening music.</p>
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Goal:	To celebrate and preserve the unique cultural heritage of Black Mountain and the Swannanoa Valley, presenting our stories to the community in an accessible and educational format that is also valued for its artistic and aesthetic quality.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Black Mountain Center for the Arts	\$40,500 annually	12 months

Action Items:	Resources Required:	Who's Responsible:
Raise funding to levels that allow us to pay more of the artists involved in the production.	\$10,500	BMCA & SVHM
Feasibility study for a new production site as we outgrow the current facility.	Consultant. Study committee.	BMCA Town of Blk. Mountain

Performance Measures:	Funds raised. New performance venue.
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Status:	We have successfully created an ongoing project with good attendance and community interest. We are seeking other funding avenues, as this is no longer a new project. Corporate sponsorships have been replacing grants over the last two years. We have outgrown our space. The Heritage Music Series in being implemented this spring.
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Initiative Title:	Blue Ridge Parkway Regional Destination Visitor Center (RDVC)
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Project Narrative:	<p>The RDVC will be:</p> <ul style="list-style-type: none"> - an orientation point for visitors regarding the natural and cultural resources along the BRP via an entertaining, immersive, and interactive format in which the public can participate through the use of state-of-the-art technology - an educational and interpretive forum via a range of programs, workshops and media that facilitate learning for a broad range of visitors - a vehicle to provide information and orientation linking the public to the BRP, the Asheville community and the greater WNC region. <p>The approximately 15,000 square foot facility may include:</p> <ul style="list-style-type: none"> - an information desk - museum/gallery area - gift shop/bookstore - vending & restrooms - interactive visitor orientation area and service desk - theater/digital cinema - BRP library and archives, and - Administrative offices
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Goal:	To provide a comprehensive orientation to the Blue Ridge Parkway and local communities, raising the understanding of resources found in the Blue Ridge National Heritage Area
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Blue Ridge Parkway (with public input and partner assistance with operations)	\$10-12 million	2 years (possible building in 2006)

Action Items:	Resources Required:	Who's Responsible:
1. Site location	Available & allocated	NPS
2. Finalize Development Concept Plan and Environmental Assessment	Available & allocated	NPS
3. Secure funding	\$8mil construction funding	Congressional appropriation pending

Performance Measures:	
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Status:	Planning is in progress, EA & DCP to be released for public review and comment in March/April 2005; comprehensive design to be prepared over summer and fall of 2005 with construction beginning in 2006, subject to funding availability
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Initiative Title:	Center for Diversity Education
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Project Narrative:	<p>Over the next ten years, the Center for Diversity Education (CDE) will create a number of exhibits that will educate about citizenship in a pluralistic democracy. These exhibits will be directed to students and teachers in schools and will travel to businesses and museums in the summer. The CDE work with UNC Asheville students to research and design the implementation aspects. Once developed, CDE will work with a team of area citizens who will plan programming including student visits and teacher training for each of these projects. The following themes are being considered:</p> <ul style="list-style-type: none"> • The impact of the Civil Rights Movement on WNC • The Desegregation of area schools • The indigenous people who lived in WNC when De Soto came through Asheville in the mid-1500's • The history of voting in WNC • Cultural Expressions of a healthy life style including diet and exercise • Understanding the social structure of Bullies, Bystanders, Victims and Advocates in the schools and in the adult community • The emerging Latino community • The emerging Russian community
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Goal:	To increase the knowledge and understanding of regional history, cultural, and diversity issues for area residents in students, teachers and the general public.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Deborah Miles and the CDE Board of Directors	\$300,000 approximate	Over the next 10 years

Action Items:	Resources Required:	Who's Responsible:
The CDE is currently working with its Program Committee to prioritize each of these exhibit subjects.	Funding	

Performance Measures:	An estimated 5,000 people will see each exhibit over a 5-year period. In addition an evaluative tool for pre and post-testing will determine the degree to which knowledge and understanding was increased.
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Status:	CDE is currently working on the School Desegregation and Latino exhibits that will be complete by December 2005.
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Contact: Deborah Miles - Executive Director, The Center for Diversity Education/CPO #1960
 UNC Asheville, One University Heights
 Asheville, NC 28804, Phone: 828-232-5024 email: dmiles@UNC Asheville.edu

Initiative Title:	City of Asheville - Renovation of Historic Memorial Stadium – Asheville, NC
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Project Narrative:	<p>Memorial Stadium was dedicated in 1927 as a football stadium and a perpetual memorial to Buncombe County veterans of World War I. The stadium was renovated in 1949 making it the most modern, small sports facility in the southeast. The gateway memorial arch was added and rededicated to Buncombe County veterans of World War I and II. The original plan featured double arches highlighted by statues and a large bronze plaque. The vision of a true memorial was never completed, and the single brick archway is the only remaining evidence honoring those who served their country.</p> <p>The project will restore Memorial Stadium as one of Asheville’s top sport and special event facilities, and the most prominent veterans’ memorial in Western North Carolina. The plan will restore the original memorial and create a new main entrance. Once inside, the new event plaza featuring a regional veterans’ memorial area and garden will greet visitors. The plan also replaces the existing sport field with an artificial turf field, renovates the seating/press box and concession building; and adds a new picnic shelter, playground, basketball court and fitness trail.</p> <p><u>Why Project is Needed:</u></p> <ul style="list-style-type: none"> • To preserve a significant piece of Asheville’s history, and to restore and enhance Western North Carolina’s most prominent veterans’ memorial. • The brick arch is severely deteriorated and no longer serves as a fitting memorial recognizing those who served their country. The arch is the only reminder of the proposed memorial that was never completed, and the City of Asheville wishes to fulfill its original commitment to honor veterans made more than 75 years ago. A restored arch plus the new memorial and exhibit area will provide a fitting memorial to Western North Carolina veterans of all U.S. conflicts. • Memorial Stadium lacks the means to host special events and sporting events. Today when visitors use the park, they are greeted with unattractive and deteriorated facilities that have outlived their useful life to support a public sport and special event facility. • To host local and regional athletic events including Asheville Youth Sports, Asheville Grizzlies (semipro football), Asheville Assault (women’s football), Asheville Splash (woman’s soccer), Asheville Parks and Recreation adult and youth football leagues, Asheville-Buncombe Youth Soccer Association. • To host local and regional special events such as music concerts, sport events, festival and special event venues, and community gatherings. • To expand the existing football field to a multi-use athletic field with the addition of artificial turf, allowing for year-round play for more athletic activities, and requiring low maintenance resulting in greatly reduced operation cost to the taxpayer. • Develop Memorial Stadium into a regional special use facility attracting thousands of people per year. • Contribute to Asheville’s economic development as an event facility, attracting people to downtown Asheville who will potentially shop and visit restaurants while in the area.
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Goal:	<p>To restore Memorial Stadium, Asheville’s historic sports stadium, resulting in a top quality sports and special event facility to serve the entire Western North Carolina region.</p> <p>To restore Asheville’s original veterans’ memorial of WWI and WWII, and develop an enhanced regional veteran feature honoring all Western North Carolina veterans of all U.S. conflicts.</p>
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
City of Asheville	\$2,021,455	2 years

Action Items:	Resources Required:	Who's Responsible:
a. Develop a facility design plan	a. In-house project manager and contracted park designer	a. City of Asheville and contracted designer
b. Develop construction plan and timeline	b. In-house project manager and contracted park designer	b. City of Asheville and contracted designer
c. Design and implement fundraising campaign	c. In-house fundraising staff	c. City of Asheville
d. Design and implement public information campaign	d. In-house marketing staff	d. City of Asheville
e. Once funds become available, begin construction in phases	e. General contractor and in-house construction crew	e. City of Asheville and outside contractor

Performance Measures:	<ul style="list-style-type: none"> • Planning and design timeline • Construction timeline designed in phases to allow select areas of the facility to be in use during renovation. • Fundraising plan and implementation timeline • Public information plan and timeline
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Status:	<p>The Asheville Parks and Recreation Advisory Board and the Asheville City Council approved the renovation of Memorial Stadium in 2003. The Memorial Stadium Action Committee, consisting of project partners, was formed to spearhead and lead the project. Partners include City of Asheville, Buncombe County Veterans' Council, Mission Hospitals, Asheville Youth Sports, Asheville Splash, and the Asheville Grizzlies.</p> <p>To date, \$910,800 has been raised toward the over \$2 million fundraising goal. The first phase of renovation is complete including the sports field and playground.</p>
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Initiative Title:	City of Asheville - Arts and Tourism Information KIOSK Project
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Project Narrative or Description:	Introduction of an area wide Arts and Tourism Information KIOSK system that connects the tourist to the area via an integrated concise access point for the Arts, City, County, Current Events, Individual Artists, Individual web sources and NC State Visitors information system.
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Goal:	The KIOSK System is meant to link the information to the local citizen and the 2.25 million overnight visitors to the area. Initially the KIOSK Information systems will be centrally located in 3-4 areas that allow the visitor the most hours of access. They will allow the visitor and local citizen alike access to city and county information, current festival, art and heritage events and for the pass through traveler, access to the neighboring county web sites. The KIOSK system will be using state-of -the-art programming designed to meet our specific needs and those of the end user.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
The City of Asheville working with the Asheville Area Arts Council as the umbrella organization	Approximately \$75,000.00.	Approximately one year

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> - Research and determine design of the specific computer program - Purchase of a minimum of three Information KIOSKS - Organize the information to be accessible to the end user - Implementation of the administrative contact person/s 	<ul style="list-style-type: none"> - Funds to purchase the equipment. - Coordination and implementation of a specific information program - Administrative support to compile information and to create a central information gathering point 	Task Force of area partners, chaired by Lauren Bradley from the City of Asheville; in partnership with The Asheville Area Arts Council – Other organizations involved include... Handmade in America, the Southern Highland Craft Guild, UNC Asheville, the NC Arboretum, the BRNHA and the Pack Square Conservancy

Performance Measures:	Increase attendance to local events Increased attendance to out of the area events by visitor Increased "hits" on local artist web sites
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Status:	<p>This idea is a result of the Advantage West and WAANC Cultural Tourism Partnership, held in February of this year and it is still in the early planning stages. The project is a compilation of many organizations; The City of Asheville, The Chamber of Commerce, The Downtown Association, The Asheville Area Arts Council, The Southern Highlands Crafts Guild, the North Carolina Visitor Centers and Division of Tourism, and they are currently outlining the needs of their organizations in order to be best represented in this medium. We are currently researching the KIOSK manufacturers and meeting with representatives to discuss the optimum program to best suit our needs.</p>
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Initiative Title: City of Asheville - Restoration of Thomas Wolfe Cabin – Asheville, NC

<p>Project Narrative:</p>	<p>The Thomas Wolfe Cabin is located at 1200 Oteen Church Rd. in Azalea Park overlooking the Swannanoa River in Asheville, NC. Max Whitson built the cabin in 1924 in a wooded, secluded site with views of the river and the Blue Ridge Mountains. The property was sold to John Moyer in 1959, and then to the City of Asheville in 2001 as part of a 155-acre tract slated to become Azalea Park.</p> <p>In 1937, writer and Asheville native Thomas Wolfe spent the summer at the cabin as a respite from big city life in New York City, and as a haven to write and prepare for new work. Considered by many to be one of the giants of 20th century American literature, Wolfe immortalized his childhood home in his epic novel, <i>Look Homeward, Angel</i>. Wolfe’s colorful portrayal of his family and his hometown made Asheville a famous American literature landmark. During his summer at the cabin, Wolfe visited family and friends, created quite a stir as a local celebrity, and worked on material that would eventually become two of his best-known works, <i>You Can’t Go Home Again</i> and <i>The Web and the Rock</i>. As a result of his stay, the cabin became known as the Thomas Wolfe Cabin.</p> <p>The Asheville-Buncombe Historic Resources Commission included the cabin in the Buncombe County Historical Properties Inventory and deemed it met the criteria of the National Register of Historic Places. The findings were supported by the Division of Archives and History of the North Carolina Department of Cultural Resources. The cabin was designated a local historic site by the Asheville City Council in 1983.</p> <p>The original log cabin is approximately 688 square feet consisting of the front porch, living room, bedroom, kitchen and bathroom. After 1959, owner John Moyer added a bedroom and a den across the back of the house increasing the square footage to 1,342. The cabin is deteriorated and in need of extensive repairs. The most significant damage is to the roof, which collapsed allowing for extensive water damage.</p> <p>The City of Asheville intends to restore the cabin to its original log structure and to re-create it as it was during the time of Thomas Wolfe’s stay. Restoration will require professional architecture, engineering and historic planning services. The added bedroom and den will be removed. Restoration and reconstruction will include but not be limited to the below.</p> <ul style="list-style-type: none">• rock foundation and chimney• wood plank floors• log walls• windows and doors• wood plank and log ceiling• replace roof• replace utilities• furnishings <p><u>Why Project Is Needed:</u></p> <ul style="list-style-type: none">• To restore and preserve a significant piece of Asheville’s literary history and heritage.• Once completed, the cabin will serve as a companion to other local Wolfe landmarks, the Thomas Wolfe Memorial and Visitor Center in downtown Asheville; Dixieland, Wolfe’s childhood home; and Wolfe’s grave at Riverside Cemetery. The three sites draw thousands of visitors per year who can be expected to visit the cabin. The cabin will figure prominently in the annual Thomas Wolfe Festival when special events and tours will be planned at all sites.• The cabin and the surrounding area will be open daily with self-guided educational interpretive exhibits. The Thomas Wolfe Memorial will assist in programming including guided tours and special events.
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Goal:	To renovate the historical Thomas Wolfe Cabin to preserve it as a significant piece of Asheville's heritage, and to make it a prominent Asheville attraction and educational resource.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
City of Asheville	\$350,000	1 to 2 years

Action Items:	Resources Required:	Who's Responsible:
a. Hire professional architecture/historic planning service	a. Professional services from a preservation architect.	a. City of Asheville
b. Develop renovation and design plan	b. Preservation architect	b. Contracted preservation architect
c. Develop construction plan and timeline	c. Preservation architect and project manager	c. City of Asheville and contracted preservation architect
d. Design and implement fundraising campaign	d. In-house fundraising staff	d. City of Asheville
e. Design and implement public information campaign	e. In-house marketing staff	e. City of Asheville
f. Once funds become available, implement renovation construction as soon as possible to avoid further deterioration of cabin	f. Project manager, general contractor, in-house construction crew	f. City of Asheville and outside contractor

Performance Measures:	<ul style="list-style-type: none"> • Planning and design timeline • Renovation construction timeline • Fundraising plan and timeline • Public relations plan and timeline
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Status:	The Asheville Parks and Recreation Advisory Board and the Asheville City Council approved the project in 1998 as part of the master plan for Azalea Park. A public input process expressed broad support for the Thomas Wolfe Cabin. Fundraising has just begun to support design and construction of the project.
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Initiative Title:	The Great Smokies Writing Program
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Project Narrative:	<p>Historically, Asheville and its surrounding areas have been linked with important writers, attracting individuals such as F. Scott Fitzgerald and O. Henry and producing native writers such as Thomas Wolfe and Wilma Dykeman. Today, the region’s literary tradition is thriving with contemporary writers such as Gail Godwin and Charles Frazier. To nurture this literary tradition, the Western North Carolina writer’s community has partnered with UNC Asheville to create The Great Smokies Writing Program. The GSWP is a consortium partially funded by individuals and foundations and partially funded by Special Academic Program at UNC Asheville. The GSWP includes two main programs: classes and the Writers at Home reading series.</p> <p>The GSWP’s classes are all taught by accomplished writers with the goal of providing high quality instruction for those in the community interested in pursuing creative writing. The GSWP offers 6 to 7 classes each semester and 3 to 4 classes each summer. Each class is limited to between 10 and 12 students to insure quality instruction. The courses are held off-campus out in the Asheville community, wherever space can be found. The Asheville School donates classroom space and additional space is rented from various churches around town. The classes reach people from all walks of life, from all parts of the community. Many of them are older, many are retired. Others maintain full-time jobs. Students include lawyers, doctors, copywriters, public school teachers, nurses, professors, librarians, business owners, and many other professions are represented. Some have several degrees. Some never attended college. Many of them have taken our workshops for years, working on longer projects like novels, memoirs, and books of stories – many of publishable quality. Already, four books have been published from the Great Smokies community. In addition, many have published in distinguished literary and commercial magazines. The effectiveness of the classes is also reflected in their popularity. They usually fill and frequently have waiting lists. Students are very appreciative of The GSWP classes as reflected in the enthusiasm of class evaluations they fill out. For many of them, the continuing workshops have become an important, even central part of their lives. One older woman, who is a professional storyteller and who lives with a husband who has Alzheimers, has been working on her memoirs about growing up on the Virginia shore since our first workshops in 2000. She has just finished a 400 page draft. She says the workshops have become perhaps the most gratifying part of her life now.</p> <p>To bring local and regional writers to the attention of the community, The GSWP offers Writers at Home, a monthly reading series at Malaprops Bookstore in downtown Asheville. The GSWP invites an accomplished regional or local writer to read once a month at Malaprops. The speaker is paid a small honorarium. These readings have been held for several years now and are usually well attended. The GSWP has cultivated a regular audience, but then different writers bring out different people—often as many as 50 or 60 people come to a reading. Sometimes students read as well, which always brings family and friends. Once a year, the reading features high school students from the area. The readings are an opportunity for the community to learn about The GSWP classes and many of the people who come to the classes regularly attend the readings. The readings and the classes complement each other in that way.</p>
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Goal:	The Great Smokies Writing Program is committed to providing high quality instruction for those in the community interested in pursuing creative writing and to bringing local
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and regional writers to the attention of the community.

Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Tommy Hays, Executive Director, The Great Smokies Writing Program	FY 2005-06 \$53,000; FY 2006-07 \$55,000; FY 2007-08 \$57,000; FY 2008-09 \$59,000; FY 2009-2010 \$61,000 Total: \$285,000	5 years

Action Items:	Resources Required:	Who's Responsible:
		Elaine Fox, Director of Special Academic Programs at UNC Asheville; Tommy Hays, Executive Director of the Great Smokies Writing Program; Valerie Leff, Co-Director of the Great Smokies Writing Program; and Rick Chess, Co-Director of the Great Smokies Writing Program and Professor of Literature and Language at UNC Asheville.

Performance Measures:	Students at the end of each class fill out course evaluations. Number of participants in classes and programs. Published materials.
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Status:	On-going
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Initiative Title:	Natural/Recreational Three-County Greenway System
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Project Narrative:	<p>The heritage of our region is strongly tied to the outdoors and the natural landscape of the mountains. Farming, hunting, fishing, logging, hiking, wildcrafting, gardening, boating, and many more elements of the local lifestyle are dependent on the natural environment. Because of this area's natural amenities, which draws tourists, businesses, and residents to the area, a greenway connecting DuPont State Forest with downtown Hendersonville, Brevard/Transylvania, Fletcher, and downtown Asheville is needed. The centerpiece for this initiative -- DuPont State Forest, a 10,000-acre forest on the Henderson/Transylvania County line -- has miles of trails for equestrian, mountain biking, and hiking enthusiasts. It is the most visited forest in the state, with 106,000 visitors in 2004. Its waterfalls, lakes, woodlands, clear streams, abundant flora and fauna, wetlands, and natural wonders attract visitors from around the country, the region, and the local area. Near to DuPont are Pisgah National Forest, Bent Creek Experimental Forest, Holmes State Educational Forest, the NC Arboretum, Biltmore Estate, and the river park in downtown Asheville. A greenway connecting these and the tourist destinations of Hendersonville, Brevard, and Asheville will prove a boon to the economies of all communities and enhance the quality of life for residents. The greenway will provide opportunities for bicycling, hiking/walking, jogging, and a chance to visit cultural amenities, educational sites, and scenes of beauty along the way. It highlights the variety of natural amenities, farms, and villages in the area, and encourages healthful activity in the region. It will connect communities, cities, towns, and countryside. Future possibilities for new attractions, businesses, and events (such as bicycle tours, marathons, triathalons, and other sport and outdoor opportunities) abound. Greenways and parks already exist along the proposed route and can be used as connectors.</p>
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Goal:	To construct a greenway system through three counties -- Henderson, Transylvania, and Buncombe Counties -- to highlight the region's natural amenities, increase tourism, enhance quality of life for residents, and improve the economy,
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Henderson County Greenway Commission; Transylvania County Greenway Commission; Riverlink; local governments; NCDOT, Land of Sky Regional Council; Blue Ridge National Heritage Area, etc.	Est. \$20,219,760 to construct a 45 mile-long asphalt greenway that is 12' wide. This includes est. cost for drainage, signage, bridges, and possible land acquisition	2015

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> - Identify route(s) of greenways - Fundraising - Prepare preliminary master plan - Plan annual events to build support 		Greenway Commissions, Riverlink, and local governments

Performance Measures:	Master plan approved by each government entity; finances made available; greenways built in each county/community
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Status:

In planning stage

Initiative Title:	Grove Arcade Maps in Motion Interactive Exhibition about the Blue Ridge National Heritage Area at the Grove Arcade ArtSpace
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Project Narrative:	<p>Grove Arcade ArtSpace, an exhibition space and art gallery, will open in late July 2005 in two adjacent spaces, totaling 3685 square feet, on the O.Henry side of the historic Grove Arcade building in downtown Asheville. Grove Arcade ArtSpace will strive to create alliances and to complement the programs of other regional arts agencies and organizations. ArtSpace and its programs will add value to what exists at the Grove Arcade, encourage more traffic for existing retail tenants, create incentives for new businesses to lease spaces in the Arcade, build a local audience of return visitors and shoppers, drive further job creation and economic development the immediate area, provide an Asheville venue for emerging artists of western North Carolina and promote important heritage and education partners including the Blue Ridge National Heritage Area.</p> <p>Grove Arcade ArtSpace is working with the Marketing Committee of the Blue Ridge National Heritage Area to promote the 25 county region by producing and displaying a prototype of the solid terrain modeling map and interactive exhibition that is being created to educate visitors about the area. The exhibit will provide viewers an unparalleled understanding of the topography and geographic features and will use interactive technology featuring lasers, video and regional voices to tell visitors four stories covering the creation of the BRNH area, Cherokee heritage and regional crafts and regional music. The themes of the gallery will flow from the four stories being told by the exhibit.</p> <p>Solid terrain modeling maps are a new technology being embraced by and proving a great draw for museums around the country. With the addition of the lasers, audio stories, video and still images, the exhibit educates visitors and provides a base of knowledge for the heritage tourists who visit our region. The hardware and software are very flexible and will allow for additional stories to be created and added to the exhibition over time. The maps will eventually be installed at visitor centers and other locations across the 25 county region.</p> <p>The map for the Grove Arcade is now in development. The content is being developed with the assistance of many groups including the Blue Ridge National Heritage Area, the Cherokee Museum, Qualla Arts & Crafts Cooperative, the North Carolina Arts Council, HandMade in America and others.</p>
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Goal:	To provide an introduction to the cultural heritage of the region to visitors and residents that will encourage them to seek authentic experiences at the cultural sites across the BRNH area. An additional goal is to create an Asheville center for education about the region's culture and to provide exposure to regional artists and craftspeople
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Lindsay Hearn/Grove Arcade ArtSpace	\$200,000	To be completed by early August 2005

Action Items:	Resources Required:	Who's Responsible:
We are currently in the process of developing the content of the stories and sourcing images, video, music and regional voices to feature in the stories. Concurrently, we are working with the BRNH area marketing committee to determine what features will appear on the solid terrain	Financial assistance and through partnerships and collaborations working relationships with Various people and groups who can supply	Lindsay Hearn and other staff at the Grove Arcade, Rob Bell of the Blue Ridge National Heritage Area

<p>model, for example the Blue Ridge Parkway, the Qualla Boundary, the Appalachian Trail, major mountains, cities and towns and more. We are also working with the ArtSpace architects, Calloway, Johnson, Moore and West, to design a custom housing for the exhibit that will feature some lighted display items that will be borrowed from various cultural organizations and displayed to complement the map. Designing the map, developing the content and keeping to the timeline are crucial in order to be able to have the map available to the public by early August.</p>	<p>expertise. A custom housing is being designed so that rack cards, catalogues and other material promoting cultural and heritage sites in the BRNH can be displayed and available at the Grove Arcade.</p>	
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<p>Performance Measures:</p>	<p>The map will be installed in July 2005 and staff will be trained. Public access to the map will begin no later than August 5, 2005.</p>
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<p>Status:</p>	<p>Currently, the content is being developed, the map graphic is being created and the housing for the exhibit is being designed.</p>
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Initiative Title:	Perpetuating the region's traditional music for youth (modeled after and an expansion of the JAM program)
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Project Narrative or Description:	<p>The traditional music of North Carolina's Appalachian region has taken its place as one of the nation's renowned art forms. Introduced by immigrants from the British Isles, Africa, and Europe, and influenced by American Indian tradition, the stringed instruments, tunes and songs of our mountains play an enduring and dynamic role in the development of American popular and classical music.</p> <p>Programs that provide a growing number of North Carolina students with the opportunity to learn the music of their region from master players in an after school setting are gaining recognition and popularity (i.e. the JAM program that originated in Alleghany county and is now in 7 western counties and that receives support from the NC Arts Council)</p> <p>The proposed project would allow for the creation/expansion of such a program into three new communities:</p> <ul style="list-style-type: none"> - Yancey - Madison and - East Buncombe Co. <p>In addition, the proposed project will draw on the experience of an established program in Haywood County to broaden the program's scope allowing for cross-county teacher/tradition exchanges and two events designed to bring students from the four-county region together for exposure to national artists and to play together.</p>
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Goal:	<ul style="list-style-type: none"> ◆ Assist children to identify and appreciate their mountain heritage through first hand experiences with the musical traditions of the North Carolina mountains. ◆ Provide instruction in the stringed instrument and song traditions rooted in the cultural heritage of the Appalachian region. ◆ Bring together families and community by providing opportunities for students to connect with the wider community, through student performances at schools, festivals, or community events. ◆ Support local music and culture by employing traditional musicians as teachers and performers for JAM, as well as by training a new generation of musicians and appreciative listeners. ◆ Provide opportunities for positive growth and social interaction.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Black Mountain Center for the Arts; along with - Haywood County Arts Council - Madison County Arts Council, & - Toe River Arts Council	85000	18 months

Action Items:	Resources Required:	Who's Responsible:
- See timeline		

Performance Measures:	
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Status:	
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Initiative Title:	Linking Lands and Communities across the Blue Ridge National Heritage Area (a.k.a. Designing a Green Infrastructure Network for the BRNHA) – pilot project
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Project Narrative or Description:	<p>Land-of-Sky Regional Council intends to lead this project which encompasses designing and delivering a multi-phased open space planning program for the counties of Buncombe, Henderson, Madison and Transylvania. The goal of the project is to create a regional green infrastructure framework that guides future growth while respecting the integrity of the region’s ecosystems. This project integrates shared learning with community engagement, illustrating a collaborative approach to regional land use planning that strengthens and links rural and urban communities, protects the area’s rich natural and cultural heritage, and is driven by shared community values.</p> <p>The Linking Lands and Communities project will engage community leaders and regional stakeholders in the four-county region of Western North Carolina in a new, more strategic approach to land conservation that promotes systematic thinking about open space planning and protection; looks at conservation action in concert with growth management, land development and built infrastructure planning; and complements and enhances smart growth efforts at the regional and community scale. The counties in the region are experiencing high growth rates. Absent ecosystem-based planning, this growth increasingly threatens to fragment ecosystems and natural areas and degrade the valuable services human populations derive from them.</p> <p>Located within the 25-county region of the Blue Ridge National Heritage Area (BRNHA), this project serves to demonstrate a new approach that can be applied to other watersheds in the Heritage Area. The project will serve as a pilot for the BRNHA, with the goal of developing a green infrastructure plan for the entire Heritage Area in the next 5-7 years.</p> <p>Addressing the WNC’s natural resource needs and assets through constructing a green infrastructure network is a holistic approach that provides for connectivity of the many fragmented plans, reports and initiatives that have previously tried to address the economic and ecological threats and opportunities presented by the geography of our region. To date, despite the admirable efforts of many individuals and agencies, there is no true comprehensive analysis of the region’s natural infrastructure that allows for more efficient uses of land or that aids in long-term planning efforts. This project tackles the initial steps needed to reconcile this fragmentation.</p> <p>A green infrastructure network encompasses a wide range of landscape elements, including: natural areas - such as wetlands, woodlands, waterways, and wildlife habitat; public and private conservation lands - such as nature preserves, wildlife corridors, greenways, and parks; and public and private working lands of conservation value - such as forests, farms, and ranches. It also incorporates outdoor recreation and trail networks. It is a set of planned networks of green spaces that benefit wildlife and people, link urban settings to rural ones and, like other infrastructure, forms an integral part of government budgets and programs.</p>
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Goal:	To design a green infrastructure network in the Land-of-Sky region (Madison, Buncombe, Henderson and Transylvania Counties) that has wide community support and serves as a model/pilot for a BRNHA-region wide network project.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Land of Sky Regional Council – Jim Stokoe & Linda Giltz	\$150,000 approx.	24 - 36 months

Action Items:	Resources Required:	Who's Responsible:
<p>1. Build a coalition - Identify and involve key stakeholders from each county to serve as the initiative's leadership group who will envision, plan, guide and support the place-based initiative; determine how this is best integrated with other planning and development efforts in the region;</p> <p>2. Develop tools necessary for effective development of the network: a presentation on the environmental, economic and social benefits and values of green infrastructure that serves as a tool to engage new audiences; creation of regional maps with a variety of data layers;</p> <p>3. Design and convene community sessions covering the “why” of the green infrastructure / linking lands approach in each county;</p> <p>4. Design and deliver a Network Design Workshop to learn about and identify the potential network opportunities specific to the LOS region;</p> <p>5. Work with county and regional partners to determine appropriate implementation strategies for the long-term health of the network and create a recommendation report to the Blue Ridge National Heritage Area for phasing in project findings into a landscape level planning for a region-wide green infrastructure initiative.</p>		LOS staff (leadership, project management and GIS), primary contacts as determined by each county partner

Performance Measures:	
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Status:	Initial work has begun, building a “core planning team” and identifying key stakeholders. Funding has and is being pursued from multiple sources.
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Initiative Title:	Jewish Life in Western North Carolina
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Project Narrative:	<p>The project documents the role of Jewish merchants in small and large towns in Western North Carolina, including their contributions and their experiences being different, as well as preserving their heritage. The project collects historical documents and oral histories of family members, customers and workers of these businessmen and women.</p> <p>The result of this work is a variety of products depending on the budget allotted. Possibilities include a museum exhibit, radio show, virtual exhibit on the internet, and other documentary materials, possibly including a film.</p>
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Goal:	The goal is to document Jewish life in Appalachia, an unrevealed history.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
History@Hand/City Seeds, Inc.	\$50,000	ongoing

Action Items:	Resources Required:	Who's Responsible:
Gather materials Do oral interviews Give talks	Research interpretation; exhibit design.	Sharon Fahrer and Jan Schochet

Performance Measures:	Attendance at talks and exhibits, book sales,
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Status:	The project is ongoing. We began the project by collecting documents and oral history interviews. We published a book entitled <i>The Man Who Lived On Main Street: Stories By and About Sol Schulman</i> (from Sylva) and we are currently working on a project entitled " <i>The Family Store: the History of Jewish Businesses in Downtown Asheville from 1880-1990.</i> " We have also presented more than ten talks on the topic and are mounting an outdoor exhibit for the downtown Jewish history project.
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Initiative Title:	Montreat College: Restoration of InTheOaks
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Project Narrative:	<p>InTheOaks is a Prohibition Era estate of national significance according to officials from the State of North Carolina’s Division of Archives and History.</p> <ol style="list-style-type: none"> 1. The 25,000 square-foot Manor House at InTheOaks is second in size in Western North Carolina to The Biltmore House and was designed by famed New York architects. 2. The InTheOaks landscape plan was prepared by Chany Delos Beadle who worked for Frederick Law Olmstead, landscaper of both the Biltmore Estate and Central Park in New York. 3. The Estate’s owner was Franklin Silas Terry (1862-1926), a wealthy New York entrepreneur who invented features of the incandescent bulb, founded manufacturing plants to produce same and then caught notice of General Electric executives who bought him out and appointed him vice president in charge of research and development. 4. Mr. Terry developed the first industrial park in the United States. 5. Many of the estate’s historic features provide a vivid glimpse of the lifestyles of the rich and famous of the Prohibition and Railroad Eras. Mr. Terry reportedly transported both engineers and liquor via rail from New York to Western North Carolina for weeks of mountain-style r&d. <p>The College’s project will preserve much of the Era’s glorious past for enjoyment by the citizens of Western North Carolina and by he visiting public.</p>
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Goal:	The project goal is to renovate, retrofit and preserve the major features of the 22 elements listed on the National Historic Registry, including but not limited to the Manor House. When ready, the site will be open to the public and appropriate interpretive programs provided.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Dr. Jerry Bobilya, Vice President for Institutional Advancement, Montreat College	\$2 Million	Initial phases are complete. Otherwise, the project will require an additional 7 years

Action Items:	Resources Required:	Who’s Responsible:
Completion of federal, state and foundation grant applications	None	Dr. Jerry Bobilya

Performance Measures:	Phased completion of fund raising and construction projects.
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Status:	<p>The following components of project research and due diligence have either been completed or commissioned:</p> <ol style="list-style-type: none"> 1. the ALTA Minimum Standard Survey and 1-foot contours; 2. study of the real estate’s natural systems, including the Swannanoa River and the Lake Tomahawk Branch; 3. the economic-impact analysis; 4. feasibility study of a bridge entrance from US 70 over the Norfolk
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	and Southern Railroad; 5. second phases of land-use, transportation and master planning.
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Initiative Title:	Museum of Western North Carolina
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Project Narrative:	This project will develop and open a regional history center and museum that will explore the traditions, culture, and heritage of North Carolina’s mountain region. This facility will also serve as a tourism center for heritage tourism.
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Goal:	To preserve and promote the history and culture of the mountain region.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
WNC Historical Association, Archives & History, NC Dept. of Cultural Resources, Sen. Martin Nesbitt and other non-profits and state agencies.	\$25 to \$40 million	

Action Items:	Resources Required:	Who’s Responsible:
<ul style="list-style-type: none"> • Site Identification • Site Acquisition • Master Plan • Staff Identification and Hiring • Building Design • Artifact/Collection Development • Exhibit Design 		

Performance Measures:	
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Status:	Planning Stage.
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Initiative Title:	The North Carolina Arboretum Performance and Educational Programming Development
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Project Narrative:	<p>The NC Arboretum, an affiliate institution of the University of North Carolina, is a 426-acre public garden committed to supporting education, economic development, conservation and sustainable development in our region and in the state. Learning is at the heart of the Arboretum’s mission and program.</p> <p>In 2002, the NC Arboretum launched a capital campaign to help fund infrastructure and develop opportunities to further its mission commitments, including informal and structured educational and cultural experiences, with content and media that reach visitors of all ages and abilities.</p> <p>Thanks to a \$2.3 million pledge from U.S. Congressman Charles H. Taylor to the capital campaign, the Arboretum will be able to move forward on its commitment to education and the arts.</p>
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Goal:	<p>To develop educational and interpretive strategies onsite as well as interactive technology and distance learning opportunities.</p> <p>To serve as a performance and large program venue, showcasing the rich cultural and natural history of the Southern Appalachian region and enriching the experience of visitors.</p>
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
<u>The North Carolina Arboretum</u>	\$2,300,000	3 to 5 years

Action Items:	Resources Required:	Who’s Responsible:
To Come	To Come	To Come

Performance Measures:	
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Status:	
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Initiative Title:	<i>Holly: Rooted in Heritage and Horticulture</i> <i>(Holly Garden, Phase 2) at The North Carolina Arboretum</i>
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Project Narrative or Description:	<p>Implementation of Phase 2 of the Holly Garden will significantly expand the exhibit of an important plant collection strongly linked to the cultural and botanical heritage of this region and to its economic life.</p> <p>While 400 species of hollies are distributed amongst all continents except Australia and Antarctica, these broad-leafed evergreens occupy a special place in Southern history, culture and landscape.</p> <p>Early inhabitants of the Blue Ridge – Native Americans and European settlers – used holly for medicines, utensils, musical instruments, decorative furniture and livestock feed and they passed on a rich folklore describing its mythical powers. As principle understory trees in the Blue Ridge, these native evergreens provide winter food and cover for at least 18 species of birds, as well as deer and small mammals. In recent years, hollies have become an increasingly valuable horticultural crop, as the mountain region experiences significant population growth (with increased land development and cultivation) and as it becomes a center for natural and cultivated gardens.</p> <p>Currently, the Arboretum’s holly collection showcases 85 taxa of outstanding hollies in varied landscape applications throughout 65 cultivated acres. Native hollies are featured in The Holly Garden, a linear garden encircling the main parking area and anchoring the important collection. Phase 2 will provide expanded plant exhibits, educational interpretation and enhanced infrastructure in that garden.</p>
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Goal:	To enhance Western NC’s tourism product by providing the only extensive public collection of hollies in this region and interpreting their historical, botanical and horticultural value in the Blue Ridge.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
The North Carolina Arboretum	\$ 750,000 <i>Total</i> \$ 35,000 <i>BRHA</i> \$ 35,000 <i>Matched</i>	12-18 months, after funding is secured

Action Items:	Resources Required:	Who’s Responsible:
1. Secure funding for Phase 2 2. Secure required state approvals (Office of Construction, etc.) 3. Build Phase 2 4. Develop and implement interpretation	<ul style="list-style-type: none"> • Funding • In-kind donations (plant materials, etc.) • Staff 	Arboretum Staff

5. Develop marketing strategy and materials	<ul style="list-style-type: none"> • Partners • Construction Services • Volunteers/Docents 	
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Performance Measures:	<ul style="list-style-type: none"> • Complete Phase 2 • Attract increased visitation to Arboretum • Prompt extended average length of stay for visitors at Arboretum • Conduct Evaluative Studies / Visitor Intercept Surveys at Holly Garden • Generate media coverage of expanded Holly Garden
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Status:	<ol style="list-style-type: none"> 1. Phase 2 planning and design – <i>completed</i> 2. Arboretum brand development – <i>in process, with completion by August 2006</i> 3. Fundraising for Phase 2 – <i>in process</i>
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Initiative Title:	<i>Stories from a Springhouse</i> Demonstration Greenhouse at The North Carolina Arboretum
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Project Narrative or Description:	<p>A new exhibit in a demonstration greenhouse will recreate the environs of a mountain springhouse and host interactive displays that interpret traditional connections between people and plants in this region and their vital role in Blue Ridge ecology, economy, aesthetics and community.</p> <p>Currently being built, through public and private funding, is a new visitor and exhibit center that will house three exhibit venues. One of these is a glass-and-stone greenhouse designed as the “gateway” to the Arboretum’s gardens, trails and education center. While linking indoor and outdoor exhibits, The Demonstration Greenhouse will also function discretely, with its own stories, exhibits and sense of place.</p> <p>“Stories from a Springhouse” is the new exhibit to be housed in this greenhouse, providing visitors of all ages with a unique, interactive experience of plants, grounded in the agrarian traditions of Western North Carolina. The springhouse setting will present an authentic backdrop for a series of changing exhibits that elaborate the stories of plants, environment, crafts and culture in the mountain region. This project further develops the Arboretum as a site of growing national significance and as a popular regional attraction, known for exhibits that showcase the natural, cultural and historic assets of the Blue Ridge and recognized for providing an exceptional visitor experience just minutes off the Parkway and within easy reach from Asheville. The Demonstration Greenhouse and its companion venues are projected to have a significant economic impact in the Asheville area.</p>
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Goal:	To elevate an emerging partnership that attracts Parkway travelers via an innovative “three-stop Asheville experience” (pairing the Arboretum’s telling of the story about the region’s rich natural and cultural history with the Folk Art Center’s arts/crafts story and the Park Service’s history story)
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
The NC Arboretum	\$326,800 <i>Total</i> \$ 50,400 <i>BRHA</i> \$276,400 <i>Matched</i>	12 months (<i>construction of building targeted for completion in 2007 – completion of interior Springhouse exhibits TBD by fundraising currently in process</i>)

Action Items:	Resources Required:	Who’s Responsible:
6. Complete exterior 7. Secure funding for interior environs 8. Adopt rotating exhibit plan 9. Develop marketing strategy and materials	Funds for interior furnishing + marketing Staff Partners Volunteers/Docents	The NC Arboretum

Performance Measures:	<ul style="list-style-type: none"> Implement the Springhouse Exhibit Plan
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	<ul style="list-style-type: none"> • Attract increased visitation to Arboretum • Attract increased out-of-market visitation to Arboretum • Prompt extended average length of stay for visitors at Arboretum • Conduct Evaluative Studies / Visitor Intercept Surveys at Springhouse Exhibit • Generate media coverage of Springhouse Exhibit
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Status:	<ol style="list-style-type: none"> 1. Planning and design – <i>completed</i> 2. Greenhouse construction – <i>underway</i> 3. Springhouse Exhibit Plan – <i>in process</i> 4. Fundraising for Springhouse interior – <i>in process</i>
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Initiative Title:	The Southern Appalachian Performance Venue
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Project Narrative:	<p>Like many areas across the country, Western North Carolina is finding that the arts can be a powerful vehicle for economic development. Recognizing the value of a culturally vibrant community, The North Carolina Arboretum has created a project that will generate new revenues and enhance the quality of life in Buncombe County and the region. The Outdoor Events Center (OEC) at the Arboretum will provide a stellar three-season garden venue for performances, high attendance conferences, special events and educational programming. The open air amphitheatre will incorporate Southern Appalachian themes in a classic architectural form – via its mountain setting, use of native materials and focus on programming that reflects the region’s rich heritage of music, storytelling, dance and drama as well as its botanical diversity. Its regional focus, along with its length of season and its setting at the Arboretum, make this venue unique in the region. The existing Events Garden – currently consisting of stone semi-circles around an open floor will be expanded to include permanent and lawn seating. It will be furnished with comfortable chairs, lights and sound, covered stage and dressing rooms, guest amenities and landscaping.</p> <p>Programming planned for the venue includes free, mission-related programs, ticketed performances, and educational events. Some events and programming will be developed in partnership with such groups as the Asheville Area Chamber of Commerce, the Arboretum’s sister agencies in the University system, and other interested organizations, corporations and foundations.</p>
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Goal:	To provide a stellar three-season outdoor venue attracting visitors to the region for performances, high attendance conferences, special events and educational programming that incorporate Southern Appalachian themes and reflects the region’s rich heritage of music, storytelling, dance and drama as well as botanical diversity.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
<u>The North Carolina Arboretum</u>	\$3.3 million	3 years

Action Items:	Resources Required:	Who’s Responsible:
<ol style="list-style-type: none"> 1. Complete design work (2007) 2. Construction starts (2008) 3. Design programming (2009) 4. Open the Center (2010) 	<ul style="list-style-type: none"> • Funding/Staff • Building contractors • Staff-Ed/Marketing • Volunteers • Partnerships 	The North Carolina Arboretum

Performance Measures:	<ul style="list-style-type: none"> • Increased state and national recognition of cultural and recreational opportunities in WNC. • Increased visitation to the NC Arboretum and WNC. • Increased number of visitors who extend their stay in WNC.
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Status:	\$1.5 million has been pledged from federal funds to be finalized within the current budget year.
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Initiative Title:	NC Center for Creative Retirement: The Blue Ridge Naturalist (BRN)
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Project Narrative:	The Blue Ridge Naturalist is an intergenerational education program developed and coordinated by the North Carolina Center for Creative Retirement (NCCCR) at UNC Asheville. The Certificate program is designed to provide both classroom and field study experience which will allow participants to gain knowledge of the natural history, ecology, and local culture of the Blue Ridge. Course content will be based upon current research and literature and taught by experts in each field of study. Participants may choose to take all courses and fieldwork necessary to receive a certificate of completion or elect individual courses that meet their particular area of interest. Courses will include botany, zoology, geology/meteorology, ecology, and various field studies. Partnering organizations have been identified who will assist with field study sites, volunteer opportunities, etc. These organizations include: The NC Arboretum, The Botanical Gardens at Asheville, and the WNC Nature Center.
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Goal:	Desired outcomes include: 1. To graduate beginning level naturalists who will have the practical knowledge and experience necessary to understand, appreciate and interpret the landscape of the Blue Ridge bioregion and its diverse biological communities. 2. Graduates will use this knowledge to serve as volunteers who will assist with environmental education programs in local schools and community organizations. 3. To cultivate an appreciation of the cultural heritage of the WNC mountain region and teach how the ecosystem has shaped the folklore and the culture. 4. To create a group of well-informed citizens to participate in decision-making processes related to community projects with environmental impacts and advocate for sustainable design. 5. To build a community of naturalists to participate in activities that assist others to respect, celebrate, and protect the Blue Ridge as a community to which we all belong.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Jeanie Martin, Program Coordinator/N.C. Center for Creative Retirement	\$117,652 (FY05-06 through FY08-09)	Will be an ongoing program at NCCCR

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> Continue to develop curriculum for individual courses Continue to network with local teachers and naturalist to build a core staff Create a publicity plan 	n/a	Ron Manheimer, Director NCCCR

Performance Measures:	<ul style="list-style-type: none"> Class registration numbers and growth each quarter Number of students receiving certificates of completion Number of classes offered Student evaluations Instructor surveys Partner participation and feedback Number of graduates participating in volunteer activities
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Status:	The first offering of The Blue Ridge Naturalist will be a year long program entitled, "Discovering a Sense of Place" which will begin September 2005. A fall tree and wildflower class will be given from mid-September 2005 through mid-November 2005. "Ecology of the Blue Ridge" will begin in January 2006. The Center has provided \$10,000 in seed money. Additional income for the first year will be provided by participant fees.
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Initiative Title:	Pack Square Renaissance
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Project Narrative:	<p>Pack Square Renaissance will transform Asheville’s historic central square through the creation of a 6.5-acre park filled with native trees and shrubs, fountains, benches, performance stages, a park pavilion with visitor amenities, original art and broad areas of green space. The park will offer residents of the region and the thousands of annual visitors to the area a beautiful public gathering space that will offer many opportunities for daily usage, as well as enhanced spaces for the numerous events traditionally held on the site.</p> <p>The park site begins at the western edge of Pack Square and stretches down the eastward slope to the front of Asheville City Hall and the Buncombe County Courthouse. It will be bounded on the north by College Street and on the south by Pack Place, the Asheville Art Museum and other buildings.</p> <p>The project began with a small group of community activists in 1999 and the founding of Pack Square Conservancy in 2000. Planning has been underway since that time. The conservancy has held numerous public design workshops, public forums and other gatherings to gain public input. Details of the plan are available on the conservancy’s web site, packsquare.com.</p> <p>Design development for the park will be complete in March 2005, with construction set to begin in late June or early July. The park will be completed by the beginning of 2007.</p>
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Goal:	<p>To create a public gathering space that will</p> <ul style="list-style-type: none"> ◦Become a focal point for local residents and visitors ◦Create safe and enjoyable spaces for families and children ◦Include a pavilion with various visitor amenities ◦Offer visitors and downtown shoppers an attractive place to relax and linger ◦Provide downtown employees with appealing sites for lunch in the park ◦Enhance the site’s traditional role as an entertainment venue ◦Spur the creation of new events <p>Advance the revitalization of Asheville’s dynamic downtown Create significant economic benefits for the community Enhance the value of the site, which is owned by the city, and the adjoining land Include original works by regional artists that will give the park and the region a distinctive cultural signature</p>
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Pack Square Conservancy, a 501 (c)(3) organization, established in 2000.	\$10.85 million for construction. \$2 million to begin an endowment Total: \$12.85 million	The conservancy will break ground on the park in late June or early July 2005. Completion is expected by the beginning of 2007.

Action Items:	Resources Required:	Who’s Responsible:
Administration, planning; public	Costs are included in	Pack Square Conservancy,

involvement through forums and workshops; hiring of landscape design, architectural, arts, engineering, and construction personnel, as well as special consultants for fountains, stage design, lighting and acoustics.	the \$10.85 million construction budget.	overseen by a volunteer board of trustees with up to 15 members serving staggered three-year terms. Project staff: Marilyn Geiselman, project administrator Donna Clark, communications director
Landscape Design	Const. budget	LaQuatra Bonci Associates, Pittsburgh ColeJenest & Stone, Charlotte
Construction Management	Const. budget	Hanscomb Faithful & Gould, Atlanta
Park Pavilion design	Const. budget	Mathews Architecture, PA

Performance Measures:	<p>Daily park usage by individuals of all ages and from a diverse array of backgrounds.</p> <p>Increase in number and quality of events on the site.</p> <p>Increased attendance at established events on site</p> <p>Enhanced standards for development and renovations in the park district</p> <p>Increased property values in the park district</p> <p>Emergence of the park as a signature for the city and the region.</p> <p>Emergence of the park as a cultural landmark that reflects the arts and crafts traditions of the region, as well as its natural beauty and community spirit</p>
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Status:	<p>Design development is 85% complete and approved (February 2005) Final design drawings will be delivered in March 2005.</p> <p>The conservancy has raised almost \$6 million toward construction and \$500,000 toward the endowment.</p> <p>Groundbreaking will take place in late June or early July 2005. The project is scheduled for completion by the beginning of 2007.</p>
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Initiative Title:	Regional Heritage Greenway
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Project Narrative:	A regional, off-road multi-use trail connecting Hendersonville, Dupont Forest, Pisgah National Forest, The Blue Ridge Parkway, Asheville, Black Mountain, and Old Fort.
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Goal:	Provide a transportation and recreation facility that connects several heritage tourism destinations as well as becoming a destination in and of itself.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
To be determined	To be determined	4-6 years

Action Items:	Resources Required:	Who's Responsible:
<p>Form a Regional Heritage Greenway Committee or Coalition representing participating jurisdictions and key agencies, including:</p> <ul style="list-style-type: none"> - French Broad River MPO - Land-of-Sky Regional Council - NCDOT Division of Bicycle and Pedestrian Transportation - NC State Bicycle Committee - US National Forest Service - Blue Ridge Parkway - North Carolina DENR - RiverLink - City of Hendersonville - Town of Mills River - Henderson County - Buncombe County - City of Asheville - Town of Black Mountain - Town of Old Fort - Carolina Mountain Land Conservancy or other Land Trust(s) - Local Chambers of Commerce and Tourism Development Authorities <p>This trail combines and connects several greenway initiatives of multiple agencies. A comprehensive map of the trail route must be developed.</p> <p>Develop an implementation plan and cost estimates for trail phasing, right-of-way acquisition, design and engineering, and construction, as well as public awareness and fundraising.</p> <p>Create multi-jurisdictional process and/or organizational structure for implementation, right-of-way acquisition, and trail management and maintenance.</p>	<p>Staff and Facilitation services</p> <p>GIS Mapping</p> <p>Planning Funds</p>	<p>Land-of-Sky Regional Council or other regional convener to be identified.</p> <p>FBRMPO (?)</p> <p>Committee/Coalition</p> <p>Committee/Coalition</p>

Performance Measures:	<p>1) Regional Trail Plan and Map Endorsed by local, State and National jurisdictions/agencies within 2 years.</p> <p>2) Right-of-way and land control over 100% of trail alignment</p>
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	3) Construction of trail phases/segments over 6 year period
	4) Trail use and economic impact once constructed

Status:	<p>Regional Trail was introduced to the French Broad River Metropolitan Planning Organization by Cit of Hendersonville Vice Mayor, Mary Jo Padgett. Regional Trail has been discussed before as part of the Heritage Rivers Initiative in the mid 1990’s and before then, by RiverLink and by Land-of-Sky Regional Council.</p> <p>Several sections of the Regional Heritage Trail are already under development and/or study by different entities. The State Bicycle Committee has been working to develop a regional trail segment from Old Fort to Ridgecrest and then Black Mountain along Old US 70. The FBRMPO has allocated funding for a US70 corridor study which would include the development of a multi-use trail along the US70 corridor from Black Mountain to Asheville at Azalea Road.</p> <p>The City of Asheville’s Greenways Master Plan includes a greenway along the Swannanoa River from US70 at Azalea Road, connecting the Blue Ridge Parkway and the new Azalea Park, to NC81 (Swannanoa River Road) which is part of the City’s Riverway Plan (developed in conjunction with RiverLink). The trail would then follow the Riverway as the Riverway’s greenway element. The trail would then head south along 191 and vicinity to the NC Arboretum and Blue Ridge Parkway through Pisgah Forest into Henderson County and to Hendersonville.</p> <p>Two possible regional off-shoots of the Heritage trail are a connection into Transylvania County and to Brevard through Dupont Forest, and in Asheville, heading north along Riverside Drive (251) from where the Riverway meets Broadway and Riverside Drive all the way to Marshall in Madison County – a popular bicycle route and the recent recipient of NCDOT Moving Ahead Funds.</p>
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Initiative Title:	Riverlink - A Guide To Wilma Dykeman's writings
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Project Narrative:	Publish book about native daughter Wilma Dykeman who 10 years before Rachel Carson wrote Silent Spring wrote the French Broad and awakened our sensitivities to the unique watershed in which we live
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Goal:	Publish a book
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
RiverLink History at Hand	\$30,000	2 years

Action Items:	Resources Required:	Who's Responsible:
Seek funding Hire historian, writers, editors Do interviews Assemble graphics Find publisher		

Performance Measures:	Book is published and sold in bookstores around the region and country.
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Status:	On-going
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Initiative Title:	Riverlink - Celebrating Our Rare and Endangered Species in the French Broad River watershed
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Project Narrative:	RiverLink envisions having historic signage and interpretative information/displays all along the river corridor from Rosman to Knoxville describing and illustrating the wonders that are living as part of our eco-system in the French Broad River watershed. See www.riverlink.org for lists of rare and endangered species
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Goal:	To connect and educate residents as well s citizens about the importance and unique qualities to be found within of our eco-systems
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
RiverLink	Unknown	Unknown

Action Items:	Resources Required:	Who's Responsible:
Find funding to create plan Develop guidelines Find funding to install systems		

Performance Measures:	When people both here and who visit appreciate and know about all the things in our watershed
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Status:	In process
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Initiative Title:	Riverlink - ICON BRIDGE FOR FRENCH BROAD RIVER
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Project Narrative:	RiverLink is working with the NCDOT, city and others to promote a bridge project that would be reflective of our unique community and region as part of the I-26 project

Goal:	Have a bridge that is so beautiful people will photograph it, come to see it and want t-shirts and posters with the image - helps brand Asheville/WNC
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
RiverLink, NCDOT, USDOT	Unknown	2005-2011

Action Items:	Resources Required:	Who's Responsible:
Establish committee Raise funds Pick designer - or sponsor competition	Unknown	RiverLink, DOT

Performance Measures:	
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Status:	On-Going
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Initiative Title:	Riverlink - River Historic Area
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Project Narrative:	Designate river historic industrial corridor
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Goal:	Recognize importance of riverfront to WNC history Provide historic tax credits
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Property owners		Completed

Action Items:	Resources Required:	Who's Responsible:
Get historic signage		City, historic resources commission, RL

Performance Measures:	Signage installed and marketed as destination
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Status:	
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Initiative Title:	Wilma Dykeman RiverWay
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Project Narrative:	Plan includes 17 miles, linking existing historic sites, trails, with multi-modal transportation along urban French Broad and Swannanoa Rivers
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Goal:	Create urban multi-modal destination linking historic sites, historic architectural features and districts, with arts, crafts, medical and recreation features
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
RiverLink, Inc	\$34 million	7-10 years

Action Items:	Resources Required:	Who's Responsible:
EIS Property acquisition Construction drawings Construction Funded RiverLink, MPO		

Performance Measures:	River is a highly appreciated resource and becomes destination
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Status:	On-going
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Initiative Title:	Riverlink - Wilma Dykeman RiverWay a Linkage to Appalachian Trail and Mountains to the Sea Trail
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Project Narrative:	Wilma Dykeman RiverWay can connect to the Appalachian Trail in Madison County and the Mountain to Sea Trail on the Swannanoa River - use the French Broad to travel from Maine, to Manteo!
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Goal:	Utilize the Scenic By-Ways program to highlight the French Broad as a historic transportation route connecting the old Buncombe County Turnpike to two significant national trails systems - Appalachian Trail and Mountains to Sea Trail
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
RiverLink, NCDOT, USDOT, MPO, Cities and Counties along the way	Unknown	Unknown

Action Items:	Resources Required:	Who's Responsible:
Map GIS Document Historic areas, connection, attractions Acquire right of ways Brand Develop plan and signage Construction documents construction		

Performance Measures:	National Geographic features this trail as national treasure
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Status:	On-going
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Initiative Title:	The French Broad River Experience: History, Outdoor Adventure, Things To Do and See
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Project Narrative or Description:	Riverlink will produce and distribute a DVD for young audiences, families, schools, and libraries promoting education and travel along the French Broad River. The DVD will tie together history of the French Broad from 200 AD to the present, environmental education including revitalization and preservation efforts, and visitor activities along the River's watershed in Buncombe, Henderson, Transylvania, and Madison Counties. The project will use character animation, place-based images, stills and video of archival materials, and motion graphics to reach a target audience of 9-13 year old youth and their families. Components of the DVD may also be used as additional website content including brief animated features and projects which students may undertake in the classroom or at home. The 30 minute DVD will include 3 eight minute story segments, 1 add-on teaching project, 1 information segment on Riverlink's educational programs and activities and two one-minute segments about each sponsor and their commitment to the environment of WNC.
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Goals:	1) Introduce families to the French Broad River for education and leisure activities 2) Focus on family travel and increase local visitation to WNC river sites and activities 3) Encourage awareness and protection of WNC natural river assets 4) Broaden awareness of Riverlink and its programs by jointly distributing DVD with Riverlink Map and Guide 5) Provide an educational product that will reinforce Riverlink's educational programming with area schools 6) Provide digital elements to create additional educational and marketing materials for uses such as web site, interactive games, orientation programs, interactive interpretive displays, and retail products
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Karen Cragolin, Riverlink Executive Director Hartwell Carson, Riverlink Riverkeeper Daryl Slaton Design (DSD)	\$59,750	8 months

Action Items:	Resources Required:	Who's Responsible:
1) Contract w/ DSD	\$15,000	Riverlink & DSD
2) Research & images provided to DSD	\$10,125	Riverlink
3) Script and Character Development		Daryl Slaton Design

4) Script and character approved		Riverlink
5) Production		Daryl Slayton Design
6) Rough Cut to Riverlink for approval		Daryl Slaton Design
7) Rough cut approved		Riverlink
8) DVD complete and approved	\$30,000	Riverlink & DSD
9) Replication	\$ 2,000	Daryl Slayton Design
10) Distribution: retail, CVB's, outfitters	\$ 2,000	Contract distributor
11) Distribution:schools, libraries,sponsors	\$ 750	Riverlink & Sponsors

Performance Measures:	<ol style="list-style-type: none"> 1) Focus groups with students 2) Surveys from users: teachers, librarians 3) Sales 4) Program Sustainability: Net proceeds to replicate additional DVD's to sell 5) Additional Sales: Net proceeds to also be reinvested into additional educational and travel products for Riverlink
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Status:	Project content has been confirmed. Project will commence if grant is approved.
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Initiative Title:	Smith-McDowell House Museum Heritage Alive Festival
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Project Narrative:	Smith-McDowell House Museum, a circa 1840 mansion and history museum, will develop and host an annual festival that will include living history, heritage craft demonstrations, military reenactment encampments, music, storytelling, and more that will showcase the regional history and heritage.
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Goal:	To promote and teach about the region's diverse history and cultures
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Western North Carolina Historical Association	\$45,000 per year	Beginning 2005

Action Items:	Resources Required:	Who's Responsible:
Hire Festival Coordinator	\$8,000	
Organize Committees	1,250	
Design Festival footprint	\$ 750	
Book performers	\$8,500	
Recruit artists for booths	\$2,000	
Develop marketing	\$5,000	
Host event	\$19,000	

Performance Measures:	
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Status:	This event will start Memorial Day Weekend 2005 and will be held annually afterwards.
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Initiative Title:	Smith-McDowell House Museum Restoration & Access Project
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Project Narrative:	Smith-McDowell House Museum, a circa 1840 mansion and history museum, will undergo substantial improvements to its site, exhibitions, and collections access.
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Goal:	To continue the ongoing preservation of Smith-McDowell House so that it is preserved as an historical resource and an educational facility and to expand access to the site and its collections.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Western North Carolina Historical Association	\$962,500	1 year to 2 years

Action Items:	Resources Required:	Who's Responsible:
Establish Capital Repair Fund for improvements to SMH	\$77,500	
Improvements for Collections:	40,000	
--Establish a Collections Acquisition Fund for SMH		
--Improve organization of collection storage and work areas		
--Complete collection cataloging backlog		
--Automate collection records		
--Purchase storage and archival supplies		
--Make collection records available online		
--expand staff to include fulltime curator	(3 yrs.) 66,000	
Improvements for Exhibits		
--install UV film	4,000	
--develop and install topical exhibits	75,000	
--continue authentic period restoration		
--rebuild Slave House as exhibit and interpretive center	150,000	
--Develop and install interpretive stations on grounds about Native Americans, plantation life, and Olmsted Plan	50,000	
Improvements for Building	250,000	
--paint dependency		
--study structural issues of Summer Kitchen		
--install ADA compliant restroom		
--Complete replacement of dated roof elements		
--Repair inoperative elements of historic heating system		
--Update electrical system to code		
--Repoint main house and dependency	\$250,000	
--Environmental/HVAC improvements		

Performance Measures:	
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Status:	A portion of this work is already funded (\$200,000 for building repairs, \$40,000 for collections project). The collections project is approximately 1/3 completed.
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Initiative Title:	Southern Highlands Craft Guild - Upgrading and expansion of the Blue Ridge Parkway's Folk Art Center
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Project Narrative:	<p>The Southern Highland Craft Guild is an educational, non-profit organization that runs the Folk Art Center on the Blue Ridge Parkway in Asheville, NC. The Guild's mission is to bring together the crafts and craftspeople of the Southern Highlands for the benefit of shared resources, education, marketing and conservation.</p> <p>Folk Art Center was built as a partnership between the National Park Service, the Appalachian Regional Commission and the Guild. Opening in 1980, it houses a library, archives, permanent collection, information center and bookstore, three galleries, and the nation's oldest craft shop, Allanstand.</p> <p>Several years ago, a master plan (\$12 million) was developed to improve and enhance our aging twenty-five year old facility. We have outgrown our space and would like to add a wing onto our building to properly care for our archives, library and permanent collection. We would also like to move our offices into this new wing to free up the existing office space for new interpretive and educational components for the Blue Ridge Parkway visitor to enjoy. The Folk Art Center educates almost 300,000 visitors annually.</p>
Goal	To preserve, enhance, upgrade and expand the existing Folk Art Center, creating an improved environment to educate our almost 300,000 annual visitors. 2005 marks the 75 th anniversary of our organization and the 25 th anniversary of the Folk Art Center. The Folk Art Center houses the nation's oldest craft shop, Allanstand Craft Shop.

Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Board of Trustees, Staff, Managing Director Tom Bailey/ Southern Highland Craft Guild	\$3 - \$5 million	3 -5 years

Action Items:	Resources Required:	Who's Responsible:
Implement our phased Master Plan.	Once funding is in place, hire architect to implement.	Board of Trustees, Guild Staff

Performance Measures:	Actual construction
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Status:	We were already approved for \$30,000 from the Blue Ridge National Heritage Area in 2005 to support the development of an outdoor exhibition highlighting the building of the Blue Ridge Parkway and its relationship to the Southern Highland Craft Guild.
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Initiative Title:	Stoneleaf: A Festival of North Carolina Theatre
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Project Narrative:	<p>The first annual Stoneleaf Theatre Festival will take place in downtown Asheville May 27-June 5, 2005; this proposal is focused on the second annual event, taking place May 26-June 4, 2006. The ten-day festival will feature comedy, drama, musicals, improvisation and children's theatre presented by 25 of North Carolina's finest theatre companies from across the state, on multiple stages in or near downtown Asheville. Theatres from Western North Carolina are well represented, comprising more than half of the total companies participating. Produced by the North Carolina Theatre Conference, Stoneleaf is a celebration of the state's rich theatrical tradition and a showcase for the extraordinary work of its fine directors, producers and actors. North Carolina Theatre Conference is the nonprofit service, leadership and advocacy organization for the theatre field statewide.</p> <p>The Stoneleaf Festival is already expected to draw crowds of more than 10,000 in its first year. Initial ticket sales have included patrons from as far away as New York City and Washington State. The Festival has received over \$72,000 in support from The NC Arts Council's Cultural Tourism Grant Program, The Susanne Marcus Collins Foundation, The Beattie Foundation, the Charlotte Arts & Science Council and other foundations and individual donors. Festival organizers are working closely with the Asheville Area CVB and the local hospitality industry. With an increased marketing and advertising budget, the Festival will be able to advertise nationally, drawing additional tourists to Asheville. More information on the 2005 Festival is available at www.stoneleaftheatrefestival.com</p>
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Goal:	To raise the visibility of North Carolina performing arts nationally and statewide, through the creation of a major destination event appealing to out of town attendees.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Charlie Flynn-McIver, North Carolina Stage Company and NCTC Board of Directors, Asheville Terry Milner, North Carolina Theatre Conference Executive Director, Raleigh	\$330,000.00 is the total budget for the inaugural festival; approximately \$100,000.00 is dedicated to marketing the Festival regionally and nationally	Year-long campaign leading up to the 2006 Festival in late May

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> Consult with Market Connections of Asheville, the marketing firm for this year's festival Identify key publications and demographics to target 	NCTC has already created the infrastructure and community partnerships for the festival, and created a marketing plan. This project would build on the success of the inaugural festival and ensure that Stoneleaf becomes an annual event by fully implementing a regional and national marketing campaign.	North Carolina Theatre Conference (more information at www.nctc.org)

Performance Measures:	<ul style="list-style-type: none"> Increased attendance to the 2006 Festival Increase in hits on Festival Website Increased hotel and B&B reservations during the week of the festival
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Status:	The 2006 Festival is already being planned.
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Initiative Title:	Swannanoa Valley Museum – Preservation of Historic Black Mountain Fire House and Upgrade of Museum Housed Within
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Project Narrative:	<p>The Swannanoa Valley Museum preserves, interprets and exhibits the rich history of the Swannanoa Valley in Eastern Buncombe County. The museum is housed in the original fire house that served the Town of Black Mountain from 1921 to 1984. The Fire House was designed by noted Biltmore House architect Richard Sharp Smith and is an important part of the county's built history. The museum's collection comprises over 5000 artifacts and photographs, and the building itself is considered part of the collection.</p> <p>As a result of a recent IMLS-funded Conservation Assessment Program grant, two museum professionals, a conservator and a preservation architect, assessed both the building and the collection housed within. They found the building to be in dire need of preservation and renovation, and that the condition of the building puts the collection within at risk as well.</p> <p>The Board of Directors is committed to saving the building and the museum, because the history protected here is an important piece of a much larger picture of American history--the Westward Expansion. It was through this valley, earlier the home and hunting grounds of pre-Cherokee inhabitants, that Rutherford marched more than 2000 men in his raid against the Cherokee. After the Revolutionary War, many of those men returned and settled here, while others passed through on their way West. There is a solid Scots-Irish heritage in the Swannanoa Valley, and many present residents are descended of those early settlers.</p> <p>At the same time, early European botanists, including William Bartram and Andre Michaux, traveled through the valley and collected samples of many native plants which they shipped back to Europe, further heightening the world's awareness of this area and its unique climate.</p> <p>The coming of the railroad nearly 100 years later brought a new wave of westward-bound immigrants. The Swannanoa Valley has been a conduit for America's growth, and part of the museum's mission is to preserve this area's role in the American story.</p>
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Goal:	To preserve the historical Fire House, with internal renovations that will provide a safer, more secure environment for the collection of the Swannanoa Valley Museum, ultimately resulting in a “showcase” small museum, with quality aesthetics and educational experiences for visitors.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Board of Directors and Staff, Swannanoa Valley Museum	Estimate \$850,000-\$1,000,000	3 to 5 years

Action Items:	Resources Required:	Who’s Responsible:
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<p>a. Develop a comprehensive Design Feasibility Study.</p> <p>b. Hire professional fundraising help.</p> <p>c. Embark on capital campaign.</p> <p>d. When funds are in place, undertake the renovations as soon as possible to prevent even further deterioration of the building.</p>	<p>a. More staff to allow the museum to continue its programmatic, educational and research services to the community while at the same time facilitating the capital campaign and renovation processes.</p> <p>b. Professional help from a preservation architect, conservator, exhibit designer, and fundraising firm.</p> <p>c. Better technology to enable the museum to accomplish its goals more efficiently, to network with other museums, and to present its collection digitally, especially when the museum is closed for renovation.</p> <p>d. Off site storage for the collection during renovation and appropriate supplies to protect artifacts and photos.</p> <p>e. Store front or other minimal exhibit space so the museum will remain visible during renovations.</p>	<p>Administrator, Curator, Board of Directors, Hired Professionals</p>
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<p>Performance Measures:</p>	<p>The Board of Directors and Staff plan to create a "critical path" timeline for both the fundraising and construction phases of the project, a tool which will be used to measure the progress and efficiency of the activities relating to the project. At the same time, the museum will undertake a public relations campaign aimed at heightening awareness of the museum and its value to the community, increase membership and encourage financial support. This campaign will be measured by membership growth and amount of increased contributions.</p>
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<p>Status:</p>	<p>Based on earlier research and information, the decision to preserve the building and improve the museum was made on Jan. 3, 2005, by a vote of the Board of Directors. The project has only just begun.</p>
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Initiative Title:	Swannanoa Pride: A Community-Wide Renewal and Revitalization Program for the Swannanoa Valley.
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Project Narrative:	Swannanoa Pride Day kicks off a large-scale Swannanoa revitalization project on August 19 th with over 450 volunteers working on construction and beautification projects at nine sites throughout the community. After August 19, Swannanoa Pride will continue as an ongoing effort to renew and beautify the Swannanoa Valley. Projects will include the creation of gateways to build a sense of community and historical markers to foster awareness and a sense of pride in the rich history of the Swannanoa Valley.
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Goal:	As an unincorporated community that has experienced many hardships including plant closings, the Beacon fire, and two 100-year floods, Swannanoa, is in dire need of revitalization. Swannanoa Pride is an effort to pull businesses, organizations and individuals together to work toward the common goals of building community, developing a sense of history and place, and creating positive change throughout Swannanoa.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Swannanoa Pride is being coordinated by members of various organizations including the Friends of the Swannanoa Library, the Swannanoa Community Council, the Swannanoa Beautification Committee, and Quality Forward.	Swannanoa Pride is an ongoing project of renewal and revitalization. Swannanoa Pride Day, the kick-off event on August 19, will cost in the neighborhood of \$30,000. There is no tax base or other source of funding in Swannanoa, so all the Swannanoa Pride Day projects will be paid for through donations and private contributions. It is not possible to estimate the cost for ongoing Swannanoa Pride projects, since those projects will develop and evolve over time.	With the help of 450 volunteers, a great deal of work will be completed on August 19, the Swannanoa Pride kick-off day. Follow up work on the Swannanoa Pride Day projects is expected to be completed by October. Since Swannanoa Pride will continue after August 19 as an ongoing community revitalization program, there is no specific completion date for this project.

Action Items:	Resources Required:	Who's Responsible:
Subsequent to the many initiatives of August 19 th Swannanoa Pride will continue with the completion of an outdoor community performance venue, for music and theater events such as <i>Way Back When</i> , which details the history of the Swannanoa Valley, erection of historical markers, and establishment of gateways, with plantings and signs designed to create a sense of community and commemorate the beauty and history of the valley.	Successful completion of Swannanoa Pride initiatives will require substantial donations of materials and money, major commitments of volunteer time, and the support of the community	Swannanoa Pride is a community-wide initiative involving various organizations, businesses and individuals. Contacts are Carol Groben, 686-4417, and Patty Anderson, 686-1616, member of the Swannanoa Pride Organizing Committee.

Performance	A sense of unity among civic and business sectors of Swannanoa resulting in
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Measures:	greater sense of community and heightened community awareness and pride in the physical features/attributes and rich history of the Swannanoa Valley.
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Status:	While there has been an overwhelming response from businesses, civic groups and individuals within the community with donations of money, materials, time and expertise, Swannanoa Pride is still far short of its funding goals.
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Initiative Title:	A New Adventure for Asheville – A New Educational Attraction by The Health Adventure
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Project Narrative:	<p style="text-align: center;">Executive Summary The Health Adventure’s New Educational Attraction</p> <p>The Health Adventure is currently planning exhibits, programs and facilities for a new location that will include indoor and outdoor exhibits, theatres, and classrooms. This new high profile, family destination attraction will open to the public in 2008 and is projected to serve over 212,750 visitors in its first year of operation on-site. Funds will be raised through a capital campaign and will come from public and private sources. The new attraction will include approximately 50,000 square feet in interior space and will utilize several acres of green space for outdoor education, exhibits, and walking trails.</p> <p>Today, The Health Adventure (THA) serves over 70,000 on-site visitors in Pack Place as well as more than 40,000 others annually through outreach programs across 18 western North Carolina counties. THA is a financially stable, 36-year-old 501 (c)(3) non-profit organization whose mission is to serve as a health and science museum for children and today’s families, dedicated to improving health awareness, promoting wellness lifestyles and increasing science literacy through programs and exhibits.</p> <p>Additionally, THA offers an incredible opportunity for children and their families to interact and communicate through experiential play and discovery. The museum also proudly fills a void in the lack of children’s activities in the Asheville community.</p> <p>To better serve a growing audience and explore long-range possibilities, a comprehensive Strategic Plan was developed which includes a Vision Statement, plans to expand educational services to the general public, increase outreach programs, and relocate to a larger, more easily accessible building. This strategic vision is for THA to become an interactive health and science museum and discovery park where all ages gather to explore life, health, and the environment. In order to achieve this vision and provide additional educational opportunities to the region, The Health Adventure has embarked upon a campaign to design, build and endow a new facility.</p> <p>A lack of internal and external space at the current Pack Place location determined the need to relocate. The Health Adventure has acquired nine acres of property that will enable the construction of a very new, creatively designed facility from the inside out.</p> <p><u>The Health Adventure’s New Location:</u></p> <ul style="list-style-type: none"> • 9-acre site of land in the historic Highland Park Community • Less than one mile from downtown Asheville • Located directly off of the I-26/Broadway corridor and will serve as its anchor • Excellent visibility <p>The need for this type of facility in western North Carolina is immense. With childhood obesity at an all-time high as well as increased rates of adult onset diabetes and higher than national average rates for cardiovascular disease, THA can significantly impact not only children but adults as well. Through family-friendly interactive exhibits and programs, children and parents can explore together healthier ways to eat, exercise and live. With outdoor exhibits and the creek, families will be provided opportunities to explore the world</p>
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	<p>outdoors.</p> <p>The Health Adventure’s plan to expand physically involves significant growth into the area of science education. According to the Nation’s Report Card, administered by the National Assessment of Education Progress (2000), less than one-third of the US 4th through 8th grade students have the knowledge necessary to do grade level work in earth, physical and life sciences. In addition, most western North Carolina schools lack the resources to provide the most effective and current science instruction to their students.</p> <p>Opportunities exist to enhance important partnerships with the University of North Carolina at Asheville and the National Climatic Data Center. With the possibility of broadband technology within exhibits and classroom spaces, school groups from all over western North Carolina could have the advantage of using this space and benefiting from these partnerships. Additionally, this technology will enable THA to provide teacher training to remote sites throughout the nation.</p> <p>The new activities and learning environments of the new facility are projected to have a major economic boost to the Asheville tourism economy by generating at least 18,700 additional room nights per year in Buncombe County.</p>
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Goal:	To develop a world-class interactive science museum and discovery park incorporating regional culture where all ages gather to explore life, health, and the environment.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
The Health Adventure	\$23 million	3 to 5 years

Action Items:	Resources Required:	Who’s Responsible:
Design and construct a new educational attraction to open in Asheville in June 2008. Conduct a capital campaign to raise the necessary funds to complete this project through private, governmental, corporate and foundation support. Market the new facility beginning in January 2007.	Grants, private gifts, governmental appropriations, sponsorships, and endowments for various projects throughout the facility.	Capital Campaign Committee

Performance Measures:	Attendance numbers; focus groups; visitor intercept studies; memberships and sponsorships.
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Status:	Master Plan approved and in place. Campaign feasibility study complete and conducting the quiet phase of the campaign. Exhibit design and architectural design underway. Business plan developed.
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Initiative Title:	UNC ASHEVILLE- Center for Health and Wellness Promotion
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Project Narrative:	The mountains of WNC have served as a mecca for those seeking rejuvenation and better health since before the Civil War. Today, Asheville is one of the top centers in the country for alternative medicine, in part due to traditional medicine practiced by the Cherokee and other mountain peoples. The NC Center for Health & Wellness Promotion will expand on the region's historic theme of health and rejuvenation by creating a 100,000-square foot center that will include classrooms, research space, and laboratories, for students working on a degree in health promotion. Located on the campus of UNC Asheville, this new facility will be used in conjunction with the University's twenty-year commitment to a new academic program in Health & Wellness Promotion that combines sociology, science, and liberal arts. The Center will serve families interested in learning how to lead healthier lifestyles and companies wishing to develop workplace wellness programs. The Center will also establish public-private partnerships with local nonprofits and health centers to tackle the critical regional problems of senior healthcare, childhood obesity, and diabetes--a health issue of special significance to the Cherokee population. With plans for career training, conferences, disease prevention, and community-based undergraduate research, Representative Martin Nesbitt predicts that the Center and its programming will bring millions of dollars of economic benefit to the region.
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Goal:	To create a world-class educational center that will help break the historic cycles of unhealthy lifestyles in Western North Carolina through student training, community research, public education, and community partnerships.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Vice Chancellor for Administration, Finance and External Affairs and Keith Ray, Associate Vice Chancellor for Academic & Student Affairs; Chair of the Department of Health & Wellness / UNC Asheville	:\$35 million (building) + \$1 million(programming) Total: \$36,000,000	Four years (to be completed in 2009)

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> • Architect selection. • Building design. • Construction. • Program expansion. • Partnership development. 	Architect, staff	

Performance Measures:	Completion of building construction and implementation of curriculum and community programs
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Status:	\$35 million received for facility construction and \$250,000 received for Health and Wellness initiative . The new B.S. program in Health & Wellness Promotion will be offered in beginning in the fall of 2005.
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Initiative Title:	UNC ASHEVILLE--Convocation & Multi-Purpose Center
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Project Narrative:	UNC Asheville will construct a new multi-purpose facility that will be a venue for performances, cultural events, speakers/lectures, and sports events. This on-campus facility will also be used for community gatherings, conferences, and meetings. Currently, the University's largest programming space holds only 620 people, making it difficult to share campus cultural activities with the broader regional community. With a seating capacity of 3,000 to 5,000 people, the Convocation & Multi-Purpose Center will create a flexible venue for a myriad of events.
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Goal:	To create a flexible programming space that will enable the University to expand its internal and external audiences for educational and cultural events
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Vice Chancellor for Administration, Finance and External Affairs at UNC Asheville	\$8 million	2010 (estimated)

Action Items:	Resources Required:	Who's Responsible:
Capital campaign, architect selection, design, construction	Funding, architect, facility policy	Vice Chancellor

Performance Measures:	Successful campaign, designing and constructing building; implementing programming.
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Status:	The University is currently working with architects on preliminary designs for this building.
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Initiative Title:	UNC Asheville – Craft Campus
Project Narrative:	<p>UNC Asheville’s new Craft Campus will provide facilities for art students on a former Buncombe County landfill site. The Craft Campus will ease the University’s cramped studio space and allow the expansion of craft education and three-dimensional arts offerings. The new facility will include studios for clay, sculpture, wood, metalsmithing, and glass. The Craft Campus will be a fully “green” facility, including energy sources, building materials, toxic waste recycling, and studio operations. Methane from the capped landfill will provide the primary energy source for the Campus, including studios, kilns, glass furnaces, and a separate Visitors’ Center. At the Visitors Center, a permanent exhibit will share the lessons learned about green building and will help position the Campus as a national demonstration site for similar projects. The Visitors’ Center will also teach about the work going on in the craft studios through a demonstration space, a gallery, classrooms, and office space.</p> <p>The University is leasing the 153-acre site located next to the former County landfill on the French Broad River for a \$1 a year from Buncombe County. This unique project pairs UNC Asheville’s policy of high-performance, toxin-free green buildings with Buncombe County’s desire to return the land to sustainable, productive public use. Others collaborating with UNC Asheville on the craft site initiative are The Center for Craft, Creativity & Design in Hendersonville; HandMade in America; the Western North Carolina Green Building Council; and Energy Xchange in Yancey County. Ultimately, the Craft Campus will be a sustainable home to the region’s current and emerging craft economy.</p>

Goal:	To provide a much-needed art facility for UNC Asheville students. To serve as a model for green building and environmental sustainability. To work collaboratively to add to the region’s growing craft economy. To showcase Buncombe County as a national leader in the growing creative economy.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Dan Millsbaugh, UNC Asheville Craft Campus Director	\$6,000,000	5 years (initial phase)

Action Items:	Resources Required:	Who’s Responsible:
Fund-Raising; Plan Campus; Select Architect Select Contractors Construction Design Exhibits Exhibit Fabrication & Installation	Case Statement	University Development Office

Performance Measures:	Plan developed, case developed, \$ raised
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Status:	The University has received a \$100,000 Kresge Foundation planning grant for building design. The University has secured a fifty-year lease from Buncombe County for the Campus site. UNC Asheville is currently seeking private funding to develop the craft site.
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Initiative Title:	UNC ASHEVILLE-Heritage of Western North Carolina Digital Initiative - Cherokee
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Project Narrative:	D. H. Ramsey Library Special Collections has had a long and successful commitment to digitization of cultural heritage materials related to western North Carolina. We have participated in four Library Services Technology (LSTA) grants totaling over \$200,000. Two of these grants were principled by UNC ASHEVILLE Special Collections and all were collaborative grants, a process in which we are fully invested. The Blue Ridge National Heritage Area initiative affords an excellent opportunity to extend our collaborative digitization efforts and to continue to focus on work with small institutions in the digitization of collections of mutual interest. One growing area of cultural interest is that of the Cherokee. The availability of information on the Cherokee in western North Carolina and the integration of that information into the local school curriculum is poor but highly desired. We have established a good working relationship with Barbara DUNC Asheville at the Cherokee Museum, and have also worked with James Smith, a teacher in the Cherokee schools. We would welcome the opportunity to grow these relationships and to have monetary support for interns to digitize materials held by the Cherokee Museum and for Cherokee students to come to UNC ASHEVILLE for on-site training in digitization. This mutual digitization program promises to be a very productive method for building local collections of Cherokee material and for building relationships with the Cherokee community for Buncombe County.
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Goal:	<p>To develop a digital repository of Cherokee material (photographs, documents, oral histories, objects, books, etc.) for online use in Buncombe County schools and for the community.</p> <p>Shared content is often strengthened content. The digitization of resources related to areas of mutual cultural heritage interest drawn from the Cherokee collections and from UNC ASHEVILLE’s library will provide a body of research material that will serve the county and also attract national and international interest. A second goal will be to engage, educate and train students from UNC ASHEVILLE and from the Cherokee community in the process of community building and digitization through a cooperative process. Our focus will be on finding ways to strengthen our collaborations and on building sustainable relationships. By mutually sharing our knowledge and resources, we can mutually benefit and be enriched by our regional diversity. By providing Cherokee resources online for Buncombe County schools, we will enrich our knowledge of our regional ethnic diversity and fill a void in ethnic information in the curriculum.</p>
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Helen Wykle, Curator, Special Collections, D.H. Ramsey Library	\$10,000.00	One year. [July 1, 2005 – June 30, 2005]

Action Items:	Resources Required:	Who’s Responsible:
<ul style="list-style-type: none"> Action Items: Identify repository items ; Plan for digitization and hire student staffing ; Order and install additional equipment and software [minimal equipment and software is needed at this time.] ; Train student workers ; Data entry ; scanning of materials ; Develop Web presentation design ; Develop and lead teacher workshops ; Develop curriculum material ; Test and refine Web ; Publicize 	Hardware [1 computer workstation, 1 scanner] Personnel: 6 Student Interns/2 Curriculum Specialists	Helen Wykle and Jim Kuhlman, D. H. Ramsey Library

Performance Measures:	<ul style="list-style-type: none"> Content use measured by quantifiable and qualitative measures Anecdotal information from public instruction sites In the field observation Past performance ; Quarterly reports Fiscal responsibility shown in budget management Marketability and viability over time
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Status	<ul style="list-style-type: none"> CONTENT dm available (collection management system for delivery of online content ; 32,000 image capacity) Staffing and student intern training has been made routine Administrative support structures are in place Cooperative agreements have been made Cooperative networks well-established
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Initiative Title:	UNC ASHEVILLE--Environmental Quality Institute – Lead Poisoning Prevention Project and Water Contamination Project
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Project Narrative:	<p>The Environmental Quality Institute (EQI) conducts research on water contamination and other environmental issues through the University of North Carolina at Asheville. The EQI serves citizen groups, governmental agencies, and the private sector by providing information on water quality and other environmental concerns. Under the direct supervision of professional scientists and science faculty, UNC Asheville undergraduate science students receive technical training and hands-on experience that proves invaluable in their careers as professionals in various scientific fields.</p> <p>The EQI is actively involved in researching lead and arsenic exposure to the public. The EQI has assessed risk such as lead in drinking water, food, homes, soil and vinyl products; and arsenic in water and from pressure-treated lumber, pesticides and VOC's. The EQI is also involved in researching the exposure to arsenic from pressure-treated lumber and the exposure to lead from paint, dust, soil, food, and ceramics. The EQI is currently certified to analyze lead in drinking water in three states and is AIHA certified to analyze lead in paint, soil, and dust. Through monitoring the quality of our natural resources, EQI hopes to discover potential negative impacts while they are still reversible and find out how well existing resource protection programs are working.</p> <p>The EQI has established a Volunteer Water Information Network (VWIN), which provides monitoring at over 220 stream, river, and lake sites in North Carolina. The VWIN is extremely cost effective because samples are taken by trained community volunteers and analysis is provided by advanced undergraduate researchers under faculty supervision at UNC ASHEVILLE. Thanks to a grant from the Centers for Disease Control and the North Carolina Department of Environment and Natural Resources, EQI conducts a Lead Poisoning Prevention Program for Western North Carolina. Lead Poisoning is a particular risk for areas like Asheville with a significant number of historic houses. The goal of the program is to provide education, outreach and home inspections with the goal of reducing lead exposure in young children.</p> <p>The EQI provides at least five UNC ASHEVILLE students with merit-based research assistantships each year. The primary criterion for selection is potential for completion of a successful undergraduate research project with EQI. A strong background in Chemistry and/or Statistics is preferred. Awards are approximately \$ 1,700 per semester. Assistantships may be renewed for up to four semesters. Student research assistants are expected to contribute 10 hours time per week towards research at EQI during the UNC Asheville Fall and Spring semesters and to complete the requirements for designation as an Undergraduate Research Scholar at UNC Asheville. Summer research opportunities with the EQI are also available. Students are also expected to maintain a cumulative GPA of 3.0 or better.</p>
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Goal:	<p>The objective of the EQI is to conduct technically rigorous and unbiased research to help communities, government agencies and the private sector gain accurate technical understanding of complex environmental issues. The EQI provides at least five UNC ASHEVILLE students with merit-based research assistantships each year. Through monitoring the quality of our natural resources, EQI hopes to discover potential negative impacts while they are still reversible and find out how well existing resource protection programs are working. The EQI believes that if individuals, governmental agencies, and industry can be provided with information about exposure to toxic pollutants, they can</p>
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	then make intelligent choices about how to reduce their exposure, if necessary, in a cost effective manner.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Dr. Richard Maas, professor of environmental studies at UNC ASHEVILLE, and Dr. Steven Patch, professor of statistics at UNC ASHEVILLE.	\$15,000 per year; \$75,000 for five years	Ongoing

Action Items:	Resources Required:	Who's Responsible:

Performance Measures:	
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Status:	
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Initiative Title:	UNC Asheville--National Environmental Modeling and Analysis Center
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Project Narrative:	<p>The National Environmental Modeling and Analysis Center (NEMAC) is a national center for the modeling and analysis of environmental data. Created in October 2003, NEMAC develops collaborations between UNC ASHEVILLE faculty, other academic institutions, private sector businesses, government agencies, and non-profit organizations. Current research projects include: atmospheric and hydrologic modeling; quantitative assessment of historic/farm land value; air quality statistics and models; climate change; data mining of historic weather databases; and scientific visualization. NEMAC's initial task was to develop the infrastructure to query current and future environmental databases that reside at the National Climatic Data Center (NCDC). Located in Asheville since World War Two, the NCDC is the world's largest active archive of weather data. This project, titled TIRAND (time integrated random access NEXRAD database), was part of the larger SANTEER project. Involved with UNC Asheville on the SANTEER project were NCDC, Education & Research Consortium of the Western Carolinas (ERCWC), and Barons Advance Meteorological Systems (BAMS).</p> <p>In addition, NEMAC's early projects have focused on the special needs of the Western North Carolina region. NEMAC is developing environmental models that will provide a greater understanding for our region on issues such as acid rain, air quality, and flooding. Thomas Karl, NCDC director, calls NEMAC a "marriage made in heaven. We have this opportunity to take the enormous amount of data in which we have made an investment in terms of all the observations in this country and abroad . . . and turn those observations into something that is very useful for individuals across the country. . . . It will be most interesting to watch NEMAC's environmental modeling, which looks toward the future while explaining the past, to try to help prevent the types of floods that happened during Hurricane Floyd."</p> <p>NEMAC's latest project will develop a quantitative assessment tool to help rural populations better understand the forces and opportunities that affect them by helping to identify the multiple types of benefits that farmland provides to their community and its visitors. This tool will help communities recognize the spatial interplay among the economic, social, and environmental factors in their region and thus assist policy makers in directing farmland preservation and rural development efforts in a manner that is both socially desirable and economically efficient.</p>
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Goal:	<ol style="list-style-type: none"> 1) Become the preeminent working model of university, government and private sector collaborative research; 2) Stimulate environmentally friendly economic development activities in the Western Carolinas; 3) Promote faculty and undergraduate research and scholarship; and 4) Contribute to the well-being of the environment and society in general; <p>Through its collaboration with the private sector and other institutions, NEMAC will help build the regional economy and will spur the creation of knowledge-based jobs in Western North Carolina.</p>
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
John Stevens, UNC Asheville Chief Research Officer and Acting Director of NEMAC.	\$1,600,000 - Past and current funding from three grants (\$1,280,000 from ERCWC; \$900,000 Oak Ridge National Lab and Department of Energy; and \$600,000 from UNC Office of the President) met start up costs and meets current staffing needs. NEMAC Development Director is actively seeking future grant funding.	Projects under NEMAC currently implemented

Action Items:	Resources Required:	Who's Responsible:
	Facilities, Permanent Director	

Performance Measures:	
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Status:	
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Contact: John Stevens, Acting Director
 NEMAC
 Rhoades 201
 CPO 2345
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 One University Heights
 Asheville, NC 28804
 828-232-5173
 stevens@UNC Asheville.edu

Initiative Title:	UNC Asheville --Pisgah Astronomical Research & Science Center (PARSEC)
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Project Narrative:	<p>The Asheville-based PARSEC is a collaboration among UNC Asheville, the UNC system, and the Pisgah Astronomical Research Institute (PARI). Located on 200-acres north of Rosman in the Pisgah National Forest, PARI was originally a NASA tracking station built to communicate with Gemini and Apollo spacecraft and was used as a listening post during the Cold War. One of several Federal facilities located in Western North Carolina because the region was considered “strategically safe,” the government’s investment in the site is estimated to have exceeded \$300 million. With the end of the Cold War, the site returned to the U.S. Forest Service and remained there until 1998 when PARI was privately established as a radio astronomy institute. This historically important facility has two 26-meter (85-foot) radio telescopes, several small radio and optical telescopes, and 31 buildings. Radio telescopes, which look like satellite dishes, can see farther into our galaxy than optical telescopes and make observations in the radio range instead of the visible range.</p> <p>PARSEC will make significant improvements to the instrumentation for PARI’s radio optical astronomy equipment, expanding and continuing the historic use of this site. The improvements will allow PARSEC to meet the rapidly advancing requirements of world-class research. This effort will allow UNC Asheville to develop new student and faculty multi-disciplinary research opportunities and will enhance UNC Asheville’s astronomy curriculum and multimedia arts and sciences program. Through PARSEC, undergraduate and graduate students and faculty will have opportunities for hands-on radio astronomy research that is not available anywhere else in the nation, providing students a competitive advantage as they pursue their careers. PARSEC will also benefit the region's schools by building on PARI's education efforts in secondary schools and UNC Asheville's commitment to intergenerational learning. Groups of K-12 students will visit PARI, participate in PARI’s outreach programs in the schools and even conduct remote observing with PARI telescopes from their classrooms. Researchers from institutions outside of North Carolina, and as far away as Australia, are also interested in participating in future projects to be based at PARI and organized by PARSEC. PARSEC is a multiple win—a win for UNC Asheville, a win for our region's teachers and children, a win for PARI, and a win for our region’s place in the knowledge-based economy.</p>
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Goal:	<p>The mission of PARSEC is to provide students and faculty from across the UNC system with access to world-class, state-of-the-art astronomical instrumentation in a setting that serves as a conduit for education and research opportunities. Through a contractual agreement, PARSEC will have access to the facilities, equipment and infrastructure located on the historically important 200-acre PARI campus. The partnership will allow PARSEC to support multidisciplinary, regional and international collaborations that expand the frontiers of knowledge and provide new educational infrastructures. The goals and objectives of PARSEC are to bring research, science education, and public outreach to a broad cross-section of users in a variety of ways while sustaining and promoting financial independence. As the facility is enhanced and connected into the broadband Internet highway, the University foresees a significant expansion in science and hands-on education originating in Western North Carolina.</p>
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
PARSEC Director, UNC Asheville; PARSEC Board	<u>\$19,725,000</u>	2009

Action Items:	Resources Required:	Who’s Responsible:
<ul style="list-style-type: none"> • National search for a Director, FY 2005-06. • Enhance radio telescopes • Install 1.1 meter optical telescope • Develop Student/Astronomer Housing • Build Residential Research & Education Facility • Develop public outreach programs • Continue Student Intern Research Projects • Establish a library and distance learning program 	<p>Long-term capital plans include enhancements for the radio telescopes (approximately \$2.5 million), installation of a 1.1-meter optical telescope (approximately \$2 million) and development of student/astronomer housing and a public education facility (approximately \$4.5 million). The residential research and education facility will include an auditorium, interactive science center and a bookstore. It will also allow the development of public outreach programs, including guided tours and group astronomy activities. Capital plans also include campus and infrastructure</p>	

	upgrades (\$3.5 million) and the establishment of a library with distance learning and wideband Internet2 access (\$3.5 million).	
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Performance Measures:	
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Status:	The PARSEC partnership was established in October 2003. Current grant funded projects include development of a planetarium show “The Radio Sky” by student interns, as well as upgrading the 4.6-meter radio telescope to be accessed remotely via the Internet by students in grades 8-12. More than 3,000 high school students have experienced the telescope in their classrooms. In 2005, an additional \$1 million in Federal funding was received.
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Projections:

Expected Income by year

Item	2005	2006	2007	2008	2009
State Funding (external)	\$250,000	\$500,000	\$500,000	\$500,000	\$500,000
Federal Support	\$2,000,000	\$3,500,000	\$3,500,000	\$2,000,000	\$2,000,000
Grants, Contracts, Gifts	\$ 0	\$ 500,000	\$1,000,000	\$1,500,000	\$1,500,000
TOTAL	\$2,250,000	\$4,500,000	\$5,000,000	\$4,000,000	\$4,000,000

Expected Expenses by year

	2005	2006	2007	2008	2009
PARSEC Operations	\$125,000	\$650,000	\$1,050,000	\$1,950,000	\$1,950,000
PARI resource usage	\$125,000	\$350,000	\$450,000	\$1,050,000	\$1,050,000
Equipment & Facilities	\$2,000,000	\$3,500,000	\$3,500,000	\$1,000,000	\$1,000,000
TOTAL	\$2,250,000	\$4,500,000	\$5,000,000	\$4,000,000	\$4,000,000

Initiative Title:	YMI Heritage Initiative
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Project Narrative or Description:	Design a folk-life project plan that will help identify, interpret and perform indigenous African American music, oral traditions, sacred and work songs that may have derived in the Appalachian region of Western North Carolina circa 1880-1930. Much is already recorded about traditional mainstream music and crafts heritage but very little is documented about Appalachian black's social and religious activity that may have migrated to the YMI Cultural Center and became central to their leisure and spiritual life-style during this 50 year span. The YMI Cultural Center had an active Jazz Band and Sunday afternoon religious services. What role did the early black churches have at the YMI Cultural Center and how involved was the Asheville community at these planned events? How was the traditional music, dance and sacred songs in this region different from or similar to other parts of the country and where did these rural traditions originate?
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Goal:	To reclaim, recollect and re-tell the dynamic century-old folklore history of the YMI Cultural Center and create compelling energized programs to secure its future.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Harry Harrison, YMI Director		
Darin Waters, Researcher	\$25,000.00	12 Months
Supplies/Materials	\$2,500.00	
Other Research Assistants	\$7,500.00	

Action Items:	Resources Required:	Who's Responsible:
Identify grant resources Identify archival repositories Collect artifacts and tell a stories that accurately depict African American Appalachian traditions in music, songs and crafts	Data Collection Travel Allowances Folklorists, curators, historians, archivists and anthropologists	YMI Director & Board Research Director, Biltmore Estate assigned staff, UNC-A Interns, local high school students

Performance Measures:	Collect and record 12 authentic vernacular stories that accurately depict African American Appalachian traditions in music, songs and crafts.
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Status:	The research team, led by doctoral candidate Darin J. Waters from the University of North Carolina at Chapel Hill, enthusiastically accepted the YMI challenge of delving into the early history of blacks in Western North Carolina.
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ATTACHMENTS

1. Buncombe County Heritage Planning Team Participants
2. Sample Survey and Results, conducted by Asheville CVB
3. Notes from Buncombe County/BRNHA Key Leadership session – July 9, 2004

Notes from Buncombe County/BRNHA Key Leadership session – July 9, 2004

Representatives from a variety of organizations and agencies shared updates regarding new, ongoing and emerging initiatives and opportunities affecting heritage development in Buncombe County including...

Blue Ridge Parkway (Phil Noblitt)

- opportunities to expand NC involvement/programming with new Music Center near Galax, VA
- new visitor/information center planned on Parkway in Asheville area, near Folk Art Center
- General Management Plan update currently in process (will include development of off-road bicycling, etc.)
- BRP desire to grow and nurture local partnership seen as critical

Health Adventure (Todd Boyette)

- capital campaign underway for relocation and new facility on 8-acre tract near UNC Asheville
- Interactive Health, Science and Discovery Center
- Desire to create a center unique to Asheville with local/regional culture programming and exhibits
 - o For example – herbal medicine of the Cherokee, moonshine, history of health/well-being in WNC
 - o Outdoor observatory and celestial caverns – storytelling under the stars, etc.
- \$20 million project

Swannanoa Valley Museum (Jill Jones)

- link to Rutherford Trace
- expand hours
- leadership working to manage growth effectively
- anxious to explore opportunities for cross-marketing with other local sites and museums

Pack Square Redesign (Carol King)

- meshes closely with many BRNHA thematic areas for development
- redesign of public spaces from municipal buildings to Vance Monument
- “living room of Buncombe County”
- programming of space will be important to heritage development
- \$ _____ million project

WNC Historical Association (Rebecca Lamb)

- still seeking physical location for regional heritage museum
- working with Film Festival to build in heritage component
- will be growing outreach programming (museum without walls)
- launching new festival in 2005, Heritage Alive, on campus at AB Tech
- working with initiative to build heritage curriculum in Bunc Co Schools (school system rec’vd \$900,000 grant)
- link to state Civil War Trail – by identifying sites, hosting symposium, etc.

Asheville Art Museum (Angie Dunfee)

- very involved in Pack Square Renaissance project
- exploring museum expansion into space vacated by Health Adventure
- will be hosting more blockbuster shows
- want to stay in downtown and GROW

Montreat College (Jerry Bobilya)

- college recently acquired “In the Oaks” – with 22 structures on Natl Register
- rehab site for college use and public visitation

- how to protect and promote
- recently formed advisory board
- planning for impact of new exit located near school off of I-40

Asheville CVB (Kelly Miller/Marla Tambellini)

- marketing \$ used to promote product
- product development fund
- new branding concepts
- new visitor center under construction

Cultural Arts Division, City of Asheville (David Mitchell)

- large, existing festival base (some produced by City, others work as cosponsors); including... Film Festival, 4th of July, Mountain Sports Festival, Shindig on the Green, Goombay, and others
- Memorial Stadium project
- YMI Cultural Center
- Azalea Soccer Fields

City of Asheville (Mayor Charles Worley)

- Passenger rail station @ Biltmore Village
- City's Greenway Master Plan
- Public Art program
- City Council new strategic plan (has components for use in BRNHA planning)
- Civic Center & performing arts
- Successful history of adaptive reuse of historic properties throughout downtown district

Economic Development, City of Asheville (Mac Williams)

- local asset is PLACE
- shift in ED thinking --- recognize PLACE as competitive advantage
- ED looks to make sure PLACE is compelling and provides appropriate infrastructure
- our challenge... "let change occur in a way that protects and preserves what's unique about our PLACE"

Asheville Area Arts Council (Barb Lothrop)

- ongoing growth and popularity of Urban Trail
- Spring 2005 planning month-long arts celebration
- Arts in Education program is growing
- Want to develop basement space for artists working space

Institute at Biltmore (Dan Ray)

- working on big strategic packages/areas, that include
- sustainable development and
- business clusters
 - o tech
 - o media
 - o climate/weather
 - o rejuvenation
 - o design

Riverfront Development/Riverlink (Joe Minicozzi)

- Wilma Dykeman River Trail linking river park
- Historic designation of industrial section near downtown (application in process)
- Working with Mountain Housing regarding affordable housing near river
- Involved in scenic byway dialogue with DOT – connecting with Marshall

- Involved in I26 bridge discussion with DOT – make it unique to Asheville
- Encourage creation of art- beginning stages

Notes from “Overarching Themes/Strategies” discussion...

- arts run through all Bunc Co initiatives
- Festivals/Museums
- Living Culture
- Rejuvenation (Asheville has history of wellness, restoration for people and buildings, reinventing, etc.)
- Create Experiences
- Sense of Place
- Find balance with... interactive experiences, interpretation, active opportunities
- Develop system for communication, marketing, trail development
- Need for Bunc Heritage Map with... historic districts, sites, museums, events, etc
- Recreational ... river development, park design, econ dev, environmental
- Connectivity... interrelatedness of organizations and public; opportunities for collaboration and communication
- Trails
- Appeal of area/Buncombe County to international travelers (MountainSouth)
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