

CHAPTER TWO: THE BRNHA MANAGEMENT APPROACH: 2008-2018



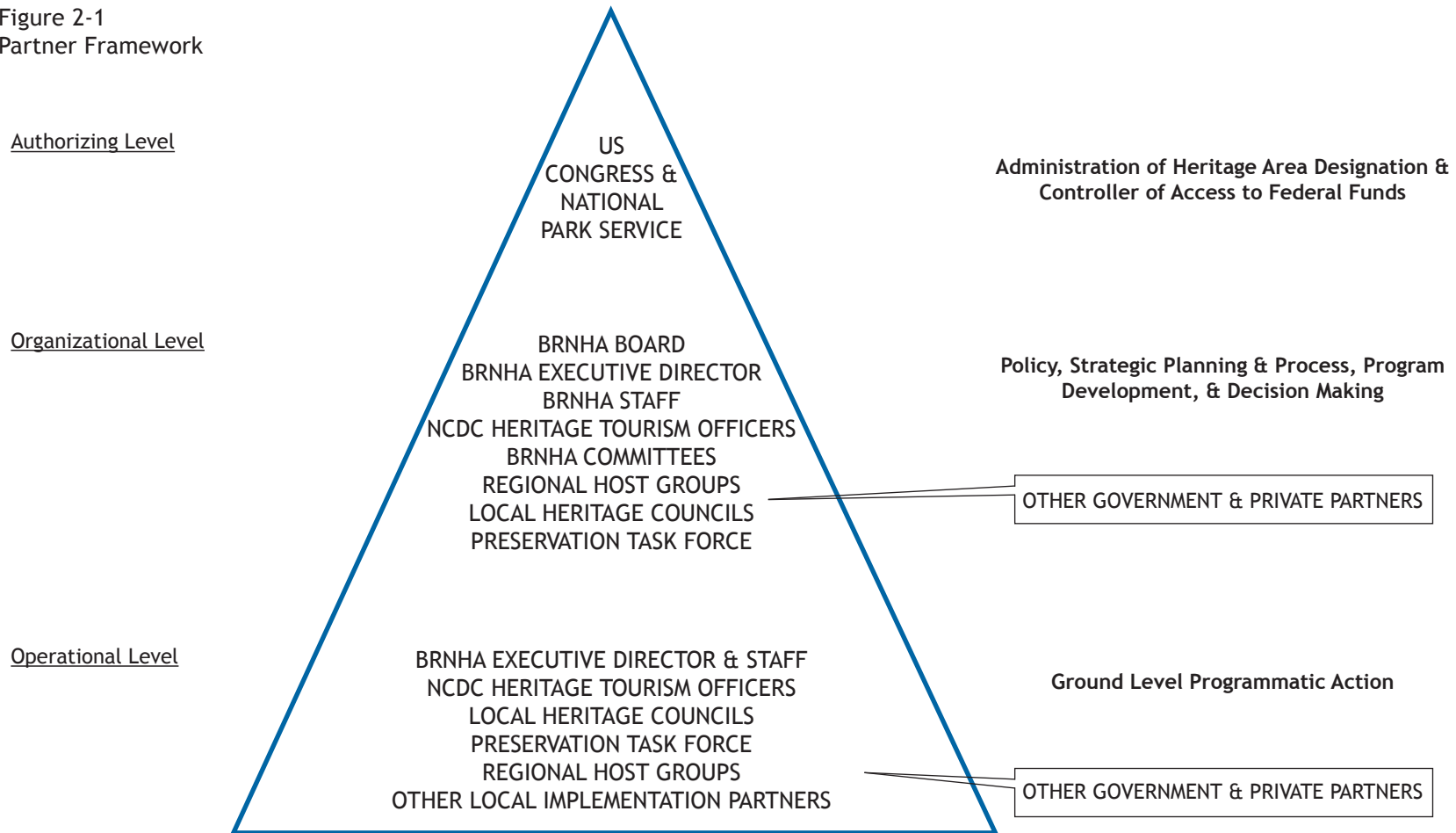
THE ROLE OF NEPA IN CREATING A BALANCED MANAGEMENT APPROACH

As indicated earlier, the BRNHA has been initiating actions in furtherance of its mission since its formation. While those efforts have led to significant achievements, a somewhat different management approach will be utilized to guide efforts over the next 10 years. This management approach was devised through the environmental assessment (EA) process in accordance with the National Environmental Policy Act (NEPA). The EA examined five different management alternatives, including the approach of the last few years, for their potential to cause adverse and beneficial impacts to the Heritage Area environment. The full EA is located later in this planning document. While the selected alternative described below is not the environmentally preferred alternative as revealed by the EA, it represents an approach to management that helps ensure the heritage resources that comprise the capital upon which heritage development and education activities can be built are sustained over the long term. Furthermore, it ensures that goals and objectives related to heritage preservation, development and education receive equitable treatment over time. The selected approach is also intended to help local partners build and sustain their capacity to manage expected increases in heritage related tourism caused not only by BRNHA's activities but by other groups' efforts. These outcomes should minimize the potential for adverse environmental impacts while maximizing the potential for BRNHA to stimulate long term sustainable economic development.

A MANAGEMENT APPROACH TO GUIDE THE NEXT 10 YEARS

The BRNHA's very existence and its operational capacity are heavily dependent upon reliable partnerships. Figure 2-1 illustrates the framework upon which three distinct levels of partner relations exist. The NPS, as the administrator of the Heritage Area designation and controller of access to federal funds, sits at the top of the pyramid at the authorizing level along with the US Congress who designated Western North Carolina as a Heritage Area and ultimately controls federal appropriations. With an approved management plan, these relationships will remain, ensuring that avenues remain open to the technical and financial assistance that they provide. The BRNHA Board and Staff, the NC Department of Commerce, Local Heritage Councils, Regional Host Groups and a Preservation Task Force all contribute at the organizational level where policy is formulated, strategic planning and process are undertaken, programs are developed, and management decisions are made. With the exception of the Board, each of these organizations is also involved at the operational level where ground level programmatic actions take place. One caveat to this statement is that certain member organizations of the Board have in the past and will likely continue to exercise the opportunity to play a dual role as implementation partners. Other local implementation partners, yet unnamed, also exist at the operational level. These may be private non-profit organizations, private enterprises, local governments, and even individuals. While not included in the organizational framework, state and federal agencies with a stake in Western NC's heritage resources provide a significant amount of input at both the organizational and operational levels. Integral to the function of these partners as a cohesive unit is the coordinating capacity of the BRNHA Executive Director and Staff.

Figure 2-1
Partner Framework



Authorization

The NPS manages the National Heritage Area program nationwide. Its current and future role in the BRNHA was discussed above. The US Congress was responsible for the Heritage Area designation and considers appropriations in support of the BRNHA and other Heritage Areas on an annual basis.

Organizational Framework

The BRNHA is a non-profit 501 (c) 3 organization governed by a nine member Board of Directors comprised of appointees named by the Governor, AdvantageWest Economic Development Group, Eastern Band of the Cherokee Indians, Education and Research Consortium, and HandMade in America. Board membership will include roughly

equitable representation among interests representing each of the heritage preservation, interpretation, and development emphases fundamental to the BRNHA mission. The organization will be managed by an Executive Director hired by the Board, and four core staff who are hired and managed by the Executive Director. While no plans currently exist to add staffing, one additional person may be needed at a future date to facilitate and capitalize on certain funding opportunities and to coordinate the functions of a Preservation Task Force. In the interim, these duties may be spread among existing staff and partners. Outreach with local communities in the BRNHA will be performed in concert between BRNHA staff and five heritage tourism officers who are employees of the NC Department of Commerce. The partnership with the NC Department of Commerce is significant, providing an in-kind contributed service that has substantial monetary value and can be utilized to leverage federal funding and other grants when a non-federal match is required. The BRNHA will have a local presence in each of the counties and on the Qualla Boundary through the 26 Local Heritage Councils formed over the last few years. A Preservation Task Force (PTF) will be created from among Board members and select local council members internal to the BRNHA organization and government agencies and private preservation groups external to the organization. The PTF will assist with strategic planning, local partner outreach, and programmatic recommendations. The PTF is necessary to help buffer the very real threat that growth pressures in the region pose to the viability of the region's heritage capital even in the absence of BRNHA's own efforts to promote tourism. The interpretation and development stimulated by BRNHA will likely compound these pressures. The BRNHA will serve as a point of contact and central organizing and coordinating figure among the councils, host groups, the heritage tourism officers, the PTF, and other heritage constituencies. Organizational priorities will drive programmatic operations for the next 10 years.

Operational Framework

Partnership is critical to the successful execution of programmatic activities and the accomplishment of operational goals and objectives. Local heritage councils, as a part of the internal organizational structure of the BRNHA, have an obvious important role to play in the preservation, interpretation, or development of the natural, Cherokee, craft, music, and agricultural heritage of Western North Carolina. Their plans and priorities have helped inform specific strategies and actions that the BRNHA will undertake, and those will continue to function in this regard. Additionally, many of those partners who comprise the local councils will be ideal executors of BRNHA programmatic intent. Program implementation will not be limited to local councils however. Government agencies, non-profit groups, private firms, and even individuals who exist outside of the BRNHA organizational structure and who have good ideas that mesh well with its goals and objectives will be encouraged to present them for consideration. The BRNHA will apply both a pro-active approach to management through recruitment of partners to help fulfill certain operational priorities developed in this plan and a re-active approach to management by responding favorably to good ideas initiated by possible implementation partners.

Effective communications between the councils and other groups and BRNHA decision makers will be essential to the translation of good ideas at the organizational level to actions on the ground that produce meaningful strategic results. Heritage tourism officers, furnished through the partnership between the state and the BRNHA, will play a large role establishing and maintaining these vital communications. PTF members will also serve a valuable communication and networking function with not only the partners identified above but also with state trust funds, government agencies, and private foundations who have a dedicated interest in heritage resource preservation and can lend technical or financial resources to good projects.

Core program areas developed for operational fulfillment include grant making, marketing and promotions, research, and partnership

development or facilitation. Programmatic emphases in regards to goals and heritage themes may shift from year to year as strategic opportunities are developed and annual operational plans are conceived by the BRNHA. This management plan will be a useful reference tool for all implementation partners as greater weight will typically be given to proposals for partnership on projects and other programmatic initiatives that fulfill the goals, objectives, strategies, and actions highlighted in this plan.

Grants Program

It will be a goal of the BRNHA to allocate grant funds to preservation, interpretation and development-related projects at approximately equal levels over the life of the organization. Where possible, the BRNHA will seek linkages between goals and will emphasize projects that attempt to address multiple goals. A high level of interaction between BRNHA staff, the PTF and local heritage councils will mean that the grants program is an intentional effort to fulfill preservation priorities established in the management plan. With oversight from the Board and management, the PTF will participate in the grants program by: a) helping to build and sustain a network among state trust funds, private foundations, the BRNHA, and local heritage councils; b) assisting implementation partners with the formulation of the grant application process; and c) providing feedback on proposals. The PTF would also help disseminate information about the grants program to potential partners at the local and regional level. Strategic partnerships will be explored with a variety of funding organizations and mechanisms to lay the groundwork for effective solicitation of matching contributions by implementation partners. BRNHA Staff and Board will be required to build these relationships.

Marketing and Promotions Program

Many marketing and promotional activities will continue as they have in the past, though some activities will evolve to promote greater integration with interpretation and preservation objectives. Marketing will also be conducted with the intention of not only promoting the heritage of the region but also generating revenue to help sustain BRNHA as a viable organization over the long-term.

Signage will continue to serve its primary function to promote the BRNHA brand and facilitate wider travel throughout the region by the touring public. However, to the extent feasible these would also be used for interpretive purposes and to inform the touring public about heritage preservation needs and environmental stewardship. Heritage Trail Guides will continue to help visitors find their way to the many heritage attractions throughout the region. If possible, a sponsorship form will be developed to occupy the back cover of the guides, encouraging voluntary contributions to the BRNHA. The Go Card and I-Wall will be used to promote area attractions. Revenues generated through sales of the cards and advertising space on the wall will be used to perpetuate these marketing initiatives over the long term. Any unused balances will be used to fund BRNHA operations. If the NC Department of Commerce elects to conduct additional Marketing Boot Camps as they have in the past, the BRNHA will support this practice. The BRNHA website will be expanded to fulfill preservation, interpretation, and development goals. More details about the Go Card, I-Wall, and Marketing Boot Camps is presented in the EA in Chapter 6.

Research Program

The research effort will include studies emphasizing the tourism industry, such as research on the vitality of the industry, assessing visitor preferences, and quantifying the economic impact of tourism to the region. The research program will also include studies focusing on preservation and interpretation needs. For example, the BRNHA will assist in developing a Top 10 List of Endangered Heritage Resources in Western North Carolina, considering all heritage themes and a barometer to track recovery (or lack thereof) of those endangered heritage resources. Additionally, a concerted effort will be made to use the data from tourism studies to help craft strategies that not only increase tourism but ensure that investments from tourism help fund important preservation and interpretation goals and objectives. Other research may include: a) studies on the economic benefits of heritage preservation and education and b) inventories and prioritization of preservation and education efforts throughout the region.

Partnership Program

Elements of the partnership program were addressed previously in this section and in the section on organizational framework. The BRNHA will remain receptive to all potential partnerships that fulfill its mission, goals, and objectives and welcome proposals from organizations and individuals not yet identified who believe they have good ideas to do just this. However, the BRNHA will also actively recruit participation from among certain organizations it believes have a vital, strategic role to play in heritage preservation, development, and interpretation.

Other Government and Private Partners

The Western NC region is unique in that it contains five units of the national park system, two national forests, eight state parks, four state forests, and four state natural areas. These are all managed by state and federal land management agencies. Because of the preponderance of natural and cultural heritage elements located in the region, other state and federal agencies also have management concerns in the region. Additionally, multiple private organizations exist in the region with an active interest in promoting and protecting heritage resources. The BRNHA will actively solicit input from these organizations as they formulate and execute plans and programs. The IDT created to help construct this management plan is a representative example of this type of collaboration with like-minded organizations that have overlapping interests but are not officially integrated into the BRNHA organizational structure. It is expected that some members of the PTF will come from this list of other government and private partners.

BRNHA PROGRAMMATIC GOALS, OBJECTIVES, STRATEGIES, & ACTIONS

Programmatically, the BRNHA has established at least one preservation, interpretation, and development goal for each heritage theme. They are intended to keep the BRNHA as an organization focused on its

mission as it allocates resources over time in pursuit of that mission. No activity should be undertaken that is not clearly associated with at least one of the goals. The goals are clear and specific, but far reaching and lofty concepts that when attained will indicate real, measurable progress toward fulfillment of the organizational mission. Under each goal, several objectives have been established for each heritage theme. The objectives are also measurable statements on which progress should occur in a shorter timeframe. Achievement of objectives will serve as milestones toward achievement of the loftier goals. The objectives are also written to illustrate in more detail how a particular goal will be pursued. At various stages over the next 10 years, the BRNHA will assess its performance in part by measuring achievement of these goals and objectives.

Numerous potential strategy and action statements have been developed that, when executed, will facilitate pursuit of the objectives and goals. Until they are enacted, they remain mere potential items to pursue. Some are rather explicit while others are less so and subject to interpretation depending upon implementation needs and opportunities. Both types will require future creative and enterprising thought about how best to actually implement them. Some of these action items address more than one heritage theme and more than one goal and objective.

In a general sense, management priorities will focus on those strategies and actions that meet multiple purposes because of their capacity to produce more than one desired outcome with the same level of expenditure. However, there are some strategies and actions listed that may be associated with only one theme, or one goal, or even one objective but, because of their importance or time sensitivity, necessitate BRNHA and partner investments. Decisions about those strategies and actions upon which to allocate resources and invest in partnerships remain with the Board of the BRNHA. The list of strategies and actions presented is not exhaustive nor does it preclude the development of new strategies and actions over time. Additional actions, yet unspecified, may present themselves in the coming years as annual operating plans are conceived to capitalize upon strategic partnerships that may arise in the course of daily operations. It must also be stressed that over the next ten years

that will prove impractical or not feasible to implement all strategies and actions. Priorities will need to be established by BRNHA and its partners at the organizational level. This management plan intentionally leaves vacant space in the planning process in order to ensure some degree of flexibility and latitude that the BRNHA needs in order to respond to opportunities that may arise over the next 10 years that are difficult to predict with confidence at this point in time. However, with clear, measurable goals and objectives and some specific strategies and actions identified, the BRNHA has charted a course of rational management consistent with its mission and authorizing legislation.

Tables 2-1, 2-3, 2-5, 2-7, and 2-9 illustrate the goals and objectives per heritage theme. Tables 2-2, 2-4, 2-6, 2-8, and 2-10 illustrate by heritage theme associated strategies and actions. These are presented in this manner so that BRNHA decision makers and potential partners can make a direct connection between actions that are planned for each theme and how they connect back to the organization’s goals and objectives for that theme. Table 2-11 shows those strategy and action items that address multiple heritage themes. The heritage themes are presented in the following order - Natural, Cherokee, Craft, Music, and Agriculture.

Table 2-1:
Goals and Objectives for Natural Heritage Management

Heritage Themes	PROGRAMMATIC GOALS & OBJECTIVES OF THE BRNHA		
	Preservation	Interpretation	Development
Natural Heritage Goals	Maintain intact landscapes of natural heritage significance to Western NC, including those that sustain the integrity of habitats, plant and wildlife populations, forest & agricultural production, water quality, and scenic values.	Increase awareness among the public and decision makers of the region’s natural assets and its contributions to the heritage, economy, and quality of life of Western NC and the nation.	Increase income of the region derived from natural heritage resources, without compromising the long term viability of those natural heritage assets from which such income is derived.
Natural Heritage Objectives	<p>P1 Encourage preservation efforts of public land managers in the region.</p> <p>P2 Encourage preservation efforts of private land managers in the region.</p> <p>P3 Support development and execution of archival systems for data and information about important natural heritage values of Western NC.</p>	<p>I1 Educate residents, tourists and decision makers of the significance of the unique natural heritage of the region.</p> <p>I2 Educate residents, tourists and decision makers about the economic and quality of life values that natural areas and open space provide to the region.</p>	<p>D1 Increase the public’s recreational opportunities and interaction with the natural environment of the region.</p> <p>D2 Encourage local and regional efforts to increase visitation and income from fee based tourism.</p> <p>D3 Support entrepreneurial activity and business creation based upon ecotourism and sustainable use of natural heritage assets.</p>

Table 2-2:
Strategies and Actions for Natural Heritage Management

POTENTIAL STRATEGIES AND ACTIONS <i>Natural Heritage</i>	Goals Supported			Objectives Supported							
	<i>P</i>	<i>I</i>	<i>D</i>	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>I1</i>	<i>I2</i>	<i>D1</i>	<i>D2</i>	<i>D3</i>
Support local and regional development of unified system of trails and pathways	X	X	X	X	X		X	X	X	X	X
Encourage local development of countywide parks and open space planning	X	X	X	X	X	X	X	X	X	X	
Support Council and NCDC workshops & other efforts to promote ecotourism and associated business development		X	X				X	X	X	X	X
Assist in capacity-building of local land trusts	X	X	X	X	X	X	X	X			X
Support voluntary measures to protect agricultural land, natural areas, and other open space	X	X		X	X						
Support Small Towns Revitalization grants	X	X	X	X	X			X	X	X	X
Encourage establishment of preservation commissions by all counties in the BRNHA	X	X		X	X	X					
Facilitate partnerships between NCDOT and local groups building green infrastructure	X	X	X	X	X	X	X	X	X	X	X
Encourage watershed groups' planning, restoration, and preservation activities	X	X	X	X	X	X	X	X	X		X
Identify and track recovery of 'Top Ten' Endangered Natural Heritage Resources	X	X		X	X	X	X				
Evaluate & broadcast economic benefits of natural resources & how these have been protected by heritage tourism	X	X	X	X	X	X	X	X	X	X	X
Facilitate educational and training programs about the region's natural heritage & its value geared toward Councils	X	X	X	X	X	X	X	X	X	X	X
Solicit financial support from state trust funds, agencies, and private foundations for natural heritage preservation	X	X	X	X	X	X	X	X	X		X
Complete signage installation with site-specific natural heritage educational messages as appropriate	X	X		X	X		X	X			
Encourage natural resource based entrepreneurial activity and business creation	X	X	X			X	X	X	X		

P = Preservation; I = Interpretation; D = Development

Table 2-3:
Goals and Objectives for Cherokee Heritage Management

Heritage Themes	PROGRAMMATIC GOALS & OBJECTIVES OF THE BRNHA		
	Preservation	Interpretation	Development
Cherokee Heritage Goals	Preserve historic and culturally significant sites and artifacts and the music, craft, and agricultural traditions of the Cherokee Nation both on and outside of the Qualla Boundary within the BRNHA.	Increase awareness among the public and decision makers of Cherokee culture and its contributions to the heritage, economy, and quality of life of Western NC and the nation.	<p>A Increase per capita incomes of Cherokee artisans, craftspeople, and performers.</p> <p>B Contribute to sustained economic prosperity and quality of life of the tribe without compromising the authenticity of attributes that make Cherokee culture unique.</p>
Cherokee Heritage Objectives	<p>P1 Encourage Cherokee initiatives to preserve sites, artifacts, and traditions throughout the entire BRNHA.</p> <p>P2 Facilitate the formulation of other systems and processes that will protect sites, artifacts, and traditions.</p> <p>P3 Transfer traditional knowledge, skills, and customs from tradition bearers to students.</p>	<p>I1 Assist tribal initiatives that encourage heritage based tourism.</p> <p>I2 Publicize efforts in a variety of forms that educate the public and decision makers about Cherokee culture and its value to the region.</p>	<p>D1 Support efforts to increase tourism to Cherokee heritage sites and institutions.</p> <p>D2 Help increase markets for existing Cherokee craft, music, and agricultural products.</p> <p>D3 Facilitate research and development of new Cherokee heritage products.</p> <p>D4 Support tribe-based ecotourism marketing efforts.</p>

Table 2-4:
Strategies and Actions for Cherokee Heritage Management

POTENTIAL STRATEGIES AND ACTIONS <i>Cherokee Heritage</i>	Goals Supported			Objectives Supported								
	<i>P</i>	<i>I</i>	<i>D</i>	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>I1</i>	<i>I2</i>	<i>D1</i>	<i>D2</i>	<i>D3</i>	<i>D4</i>
	Involve the Cherokee Preservation Foundation (CPF) in task forces and working committees	X	X	X	X	X	X	X	X	X	X	X
Create centralized registry of publicly-owned and known Cherokee sites, artifacts, and traditions	X	X		X	X	X		X				
Make accessible registry of publicly-owned and known Cherokee sites, artifacts, and traditions		X	X					X	X			X
Make referrals to Tribal Office of Historic Preservation for other Cherokee sites and artifacts	X	X		X			X					
Support Qualla Heritage Council initiatives to preserve Cherokee heritage	X			X	X	X	X	X				
Support other Council initiatives to preserve Cherokee heritage	X			X	X	X	X	X				
Encourage and assist expansion of Cherokee Trail Guides and convert them to online accessibility		X	X				X	X	X	X		X
Develop master-apprentice program across all heritage themes	X					X						
Facilitate educational and training programs about Cherokee heritage & its value to all Councils	X	X	X	X	X	X	X	X	X	X	X	X
Participate in expansion & promotion of Trail of Tears National Historic Trail in Western NC	X	X	X	X	X		X	X	X			X
Identify and track recovery of endangered Cherokee heritage resources	X			X	X							
Evaluate & broadcast economic benefits of & Cherokee resources protected by heritage tourism	X	X	X	X	X	X	X	X	X	X	X	X
Encourage establishment of preservation commission on Qualla Boundary	X			X	X							
Assist in expansion of RTCAR programs into additional BRNHA counties	X	X	X	X	X	X		X		X	X	X
Encourage creation of line of authentic BRNHA-related merchandise by local craftspeople		X	X					X	X	X	X	
Develop new marketing and promotional initiatives in response to opportunities, needs & research		X	X				X	X	X	X	X	X

P = Preservation; I = Interpretation; D = Development

Table 2-5:
Goals and Objectives for Craft Heritage Management

Heritage Themes	PROGRAMMATIC GOALS & OBJECTIVES OF THE BRNHA		
	Preservation	Interpretation	Development
Craft Heritage Goals	Ensure the continuation and vitality of Western NC's hand crafting traditions.	Increase awareness among the public and decision makers of the region's handcrafting traditions and its contributions to the heritage, economy, and quality of life of Western NC and the nation.	Increase sustained profitability of craft operations and per capita incomes of crafters in the region, without compromising the authenticity of those attributes that make Western NC handcrafting traditions unique.
Craft Heritage Objectives	<p>P1 Transfer handcrafting knowledge, skills, and customs from tradition bearers to students.</p> <p>P2 Facilitate the conservation of the natural resource base used in traditional handcrafts.</p> <p>P3 Support efforts to protect important craft sites and artifacts.</p> <p>P4 Support development and execution of archiving systems that identify and document people, places, artifacts, and events that have made significant contributions to the craft heritage of Western NC.</p>	<p>I1 Encourage incorporation of craft across all areas of the public school curriculum in Western NC.</p> <p>I2 Help publicize craft demonstrations, craft fairs, and other craft events.</p> <p>I3 Educate residents, tourists and decision makers of the unique craft heritage significance of the region.</p> <p>I4 Educate residents, tourists and decision makers about the economic and quality of life values that handcrafting provides to the region.</p>	<p>D1 Expand markets for western NC handcrafted products.</p> <p>D2 Promote and work cooperatively with regional craft schools and guilds.</p> <p>D3 Help provide crafters with business planning and marketing advice.</p> <p>D4 Explore the economic viability of new hand crafting products and commodities.</p> <p>D5 Market the region as a national center of handmade crafts.</p>

Table 2-6:
Strategies and Actions for Craft Heritage Management

POTENTIAL STRATEGIES AND ACTIONS <i>Craft Heritage</i>	Goals Supported			Objectives Supported												
	P	I	D	P1	P2	P3	P4	I1	I2	I3	I4	D1	D2	D3	D4	D5
	Assist in expansion of RTCAR programs into additional BRNHA counties	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Encourage and assist expansion of Craft Trail Guides and convert them to online accessibility	X	X	X				X		X	X						X
Assist in development of Master-Apprentice craft programs	X	X	X	X				X		X			X	X		X
Create online Directory of Traditional Craft Artists through juried nomination process	X	X	X	X			X			X	X	X	X	X		X
Redesign and repeat craft economic impact study		X	X							X	X	X	X	X	X	X
Support Council and NCDC workshops & other efforts to promote craft-based business development	X	X	X	X					X		X	X	X	X	X	X
Assist in development of resource books identifying local craftspeople for use by contractors, decorators and others	X	X	X	X					X	X	X	X	X			X
Facilitate educational and training programs about craft heritage geared toward Councils	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Encourage creation of line of authentic BRNHA-related merchandise by local craftspeople			X									X	X	X	X	X
Encourage establishment of preservation commissions by all counties in the BRNHA	X				X	X	X									
Identify & track recovery of 'Top Ten' Endangered Craft Heritage Resources	X	X		X	X	X	X			X	X					
Complete signage installation with site-specific craft educational messages as appropriate	X	X			X	X				X	X		X			
Develop new craft marketing and promotional efforts in response to opportunities, needs & research		X	X					X	X		X	X	X	X	X	X
Evaluate & broadcast economic benefits of craft & craft resources protected by heritage tourism	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X
Encourage craft-based entrepreneurial activity and business creation		X	X					X	X	X	X	X	X	X	X	X
Assist in the development and training of the next generation of crafters	X	X	X	X			X	X		X	X	X	X	X		X

P = Preservation; I = Interpretation; D = Development

Table 2-7:
Goals and Objectives for Music Heritage Management

Heritage Themes	PROGRAMMATIC GOALS & OBJECTIVES OF THE BRNHA		
	Preservation	Interpretation	Development
Music Heritage Goals	Ensure the continuation and vitality of Western NC's musical traditions.	Increase awareness among the public and decision makers of the region's musical traditions and their contributions to the heritage, economy, and quality of life of Western North Carolina and the nation.	Increase sustained profitability of traditional music operations and per capita incomes of traditional musicians in the region, without compromising the authenticity of those attributes that make Western NC musical traditions unique.
Music Heritage Objectives	<p>P1 Transfer knowledge, skills, and customs associated with traditional Western NC music from tradition bearers to students.</p> <p>P2 Help maintain the long-term viability of existing venues at which traditional Western NC music is played.</p> <p>P3 Support development and execution of archiving systems that identify and document people, places, artifacts, and events that have made significant contributions to the musical heritage of Western NC.</p>	<p>I1 Support the development of interpretive displays and other educational efforts that showcase traditional western NC music.</p> <p>I2 Educate residents, tourists and decision makers of the unique music heritage significance of the region.</p> <p>I3 Educate residents, tourists and decision makers about the economic and quality of life values that traditional mountain music provides to the region.</p> <p>I4 Support heritage tourism based on the contributions of traditional Western NC music.</p> <p>I5 Help publicize music festivals, workshops and other events.</p>	<p>D1 Increase markets for Western NC traditional music.</p> <p>D2 Increase venues at which Western NC traditional music is played.</p> <p>D3 Assist in providing business planning and marketing advice to traditional musicians.</p>

Table 2-8:
Strategies and Actions for Music Heritage Management

POTENTIAL STRATEGIES AND ACTIONS <i>Music Heritage</i>	Goals Supported			Objectives Supported										
	<i>P</i>	<i>I</i>	<i>D</i>	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>I1</i>	<i>I2</i>	<i>I3</i>	<i>I4</i>	<i>I5</i>	<i>D1</i>	<i>D2</i>	<i>D3</i>
	Assist in expansion of RTCAR programs into additional BRNHA counties	X	X	X	X	X	X	X	X	X	X	X	X	X
Assist in development of Master-Apprentice music programs such as Junior Appalachian Musicians (JAM)	X		X	X										X
Encourage and assist in continuation and expansion of Music Trail Guides to online accessibility	X	X	X		X	X	X	X	X	X	X		X	
Assist archival documentation and presentation of BRNHA's finest traditional music	X			X		X	X							
Create online Directory of Traditional Musicians through juried nomination process	X	X	X	X		X	X	X			X	X	X	
Explore possibility of music economic impact study		X	X					X	X	X	X	X	X	X
Support Council and NCDC workshops & other efforts to promote music-based business development	X	X	X	X	X		X	X	X	X	X	X	X	X
Facilitate educational and training programs about music heritage geared toward Councils	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Encourage creation of line of authentic BRNHA-related merchandise by local musicians	X	X	X		X		X		X	X		X	X	
Identify & track recovery of 'Top Ten' Endangered Music Heritage Resources	X	X	X	X	X	X	X	X	X	X	X			
Complete signage installation with site-specific music educational messages as appropriate	X	X			X	X	X	X	X	X				
Develop new music marketing and promotional efforts in response to opportunities, needs & research			X				X			X	X	X	X	X
Evaluate & broadcast economic benefits of music & music resources protected by heritage tourism	X	X	X		X	X	X	X	X	X	X	X	X	X
Encourage music-based entrepreneurial activity and business creation	X	X	X		X		X	X	X	X	X	X	X	X
Assist in the development and training of the next generation of traditional musicians	X	X	X	X			X	X	X	X	X	X		X

P = Preservation; I = Interpretation; D = Development

Table 2-9:
Goals and Objectives for Agricultural Heritage Management

Heritage Themes	PROGRAMMATIC GOALS & OBJECTIVES OF THE BRNHA		
	Preservation	Interpretation	Development
Agricultural Heritage Goals	<p>A Maintain Western NC’s base of productive agricultural land and the scenic integrity of historic and culturally significant landscape scale farming regions.</p> <p>B Ensure the continuation and vitality of Western NC’s historical and culturally significant agricultural traditions.</p>	<p>Increase awareness among the public and decision makers of the region’s agriculture to the heritage, economy, and quality of life of Western NC and the nation.</p>	<p>Increase & sustain profitability of farming operations and the per capita incomes of farmers without compromising the authenticity of attributes that make Western NC agriculture unique or sacrificing the integrity of the natural resource values upon which the region’s agricultural heritage is based.</p>
Agricultural Heritage Objectives	<p>P1 Help to keep existing farmers who want to farm on the farm.</p> <p>P2 Encourage the farmland preservation efforts of the private land trust community and other partners.</p> <p>P3 Encourage local adoption of voluntary agricultural preservation districts.</p> <p>P4 Encourage local and regional farmland and open space planning.</p> <p>P5 Transfer knowledge, skills, and customs associated with traditional Western NC music from tradition bearers to students.</p> <p>P6 Protect historic and culturally significant sites and structures associated with agricultural heritage</p>	<p>I1 Educate residents, tourists and decision makers of the unique agricultural heritage significance of the region.</p> <p>I2 Educate residents, tourists and decision makers about the economic and quality of life values that farming and farmland provides to the region.</p>	<p>D1 Assist in efforts to increase markets for regional agricultural products.</p> <p>D2 Assist in providing farmers with business planning and marketing advice.</p> <p>D3 Encourage the exploration of the economic viability of new agricultural products and commodities.</p> <p>D4 Encourage other innovative means of income generation from farming, such as agritourism.</p>

Table 2-10:
Strategies and Actions for Agricultural Heritage Management

POTENTIAL STRATEGIES AND ACTIONS <i>Agricultural Heritage</i>	Goals Supported			Objectives Supported											
	<i>P</i>	<i>I</i>	<i>D</i>	<i>P1</i>	<i>P2</i>	<i>P3</i>	<i>P4</i>	<i>P5</i>	<i>P6</i>	<i>I1</i>	<i>I2</i>	<i>D1</i>	<i>D2</i>	<i>D3</i>	<i>D4</i>
Develop Master-Apprentice agricultural programs	X			X				X							
Encourage and assist expansion of Agri-Tourism Trail Guides to online accessibility	X		X	X				X							X
Work with destination promoters and attractions to make agriculture a part of the information they distribute		X	X							X		X		X	X
Help link older retiring farmers with younger aspiring farmers in need of land and technical assistance	X	X		X				X		X			X	X	
Help develop business planning and marketing assistance for Agri-Tourism businesses	X		X	X	X							X	X	X	X
Support voluntary measures to protect agricultural land, natural areas, and other open space	X	X		X	X	X	X		X	X	X				
Assist in capacity-building of local land trusts	X			X	X										
Support Council and NCDC workshops & other efforts to promote agricultural based business development		X	X							X	X	X	X	X	X
Encourage agricultural resource based entrepreneurial activity and business creation			X									X	X	X	X
Encourage establishment of preservation commissions by all counties in the BRNHA	X	X			X	X	X			X	X				
Assist and encourage survey, identification and national historic designation of Century Farms	X	X			X	X	X		X	X	X				
Identify and track recovery of 'Top Ten' Endangered Agricultural Heritage Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Solicit financial support from state trust funds, agencies, and private foundations for ag. heritage preservation	X	X	X	X	X		X			X	X	X			
Complete signage installation with site-specific agricultural educational messages as appropriate	X	X				X				X	X				
Facilitate educational and training programs about the region's agricultural heritage & its value to Councils	X	X	X	X	X	X	X	X		X	X	X	X	X	X
Support documentation of historic and culturally significant agricultural sites & structures	X				X		X	X	X						
Facilitate permanent archive and display of traditional agricultural crops	X	X						X		X	X				

P = Preservation; I = Interpretation; D = Development

Table 2-11:
Strategy and Action Items that Affect Multiple Heritage Themes

Potential Strategy or Action Item	Applicable Theme				
	N	CH	CR	M	AG
Support Council and NCDC workshops & other efforts to promote ecotourism and associated business development	X	X	X	X	X
Encourage heritage-based entrepreneurial activity and business creation	X	X	X	X	X
Redesign and repeat economic impact study of heritage resources	X	X	X	X	X
Develop new marketing and promotional initiatives in response to opportunities, needs & research	X	X	X	X	X
Develop master-apprentice program across all heritage themes		X	X	X	
Assist in the development and training of the next generation of naturalists, folklorists, crafters, musicians, and farmers	X	X	X	X	X
Encourage creation of line of authentic BRNHA-related merchandise by local craftspeople	X	X	X	X	X
Assist in expansion of RTCAR programs into additional BRNHA counties	X	X	X	X	X
Involve the Cherokee Preservation Foundation (CPF) in task forces and working committees	X	X	X	X	X
Assist in capacity-building of local land trusts	X				X
Support voluntary measures to protect agricultural land, natural areas, and other open space	X				X
Solicit financial support from state trust funds, agencies, and private foundations for heritage preservation	X	X	X	X	X
Encourage establishment of preservation commissions by all counties in the BRNHA	X	X	X	X	X
Identify and track recovery of 'Top Ten' Endangered Heritage Resources	X	X	X	X	X
Evaluate & broadcast economic benefits of heritage resources & how these have been protected by heritage tourism	X	X	X	X	X
Facilitate educational and training programs to Councils about the region's heritage & its value	X	X	X	X	X
Complete signage installation with site-specific heritage educational messages as appropriate	X	X	X	X	X
Encourage and assist expansion of Heritage Trail Guides and convert them to online accessibility		X	X	X	X
Create online Directory of Traditional Craft Artists & Musicians through juried nomination process		X	X	X	

N = Natural Heritage; CH = Cherokee Heritage; CR = Craft Heritage; M = Music Heritage; AG = Agricultural Heritage

BRNHA ORGANIZATIONAL GOALS, OBJECTIVES, STRATEGIES AND ACTIONS

Organizationally, there are several key items that need to occur to transition the BRNHA from its current management approach to the management approach discussed above. These will take some time to accomplish, but all should be satisfied within two or three years.

Board Composition

As current Board members' terms expire, new appointees that represent each of the heritage preservation, interpretation, and development goals need to be identified and recruited so that all goals are fairly equitably represented. This recruitment process needs to involve those organizations and individuals granted the authority to appoint Board members by the authorizing legislation.

Preservation Task Force Charter and Composition

Soon after this plan's approval, the Board and Executive Director should develop the roles and responsibilities of the Preservation Task Force, establish its charter as appropriate, identify and recruit its members, and hold its first meeting. A prospective template for the PTF composition is below. None of these organizations has been formally approached. Regardless of membership, it is recommended that the PTF be comprised of one private and one state entity for each heritage theme and several at large members from federal land managers in the region. Participation from select members of Local Heritage Councils and from the Board should also be considered and pursued as appropriate. Their purpose will be threefold: a) identify and help construct strategies that address heritage preservation needs; b) network and enable effective fundraising with agencies, state trust funds, and private foundations that support heritage preservation; and c) communicate with local councils and other implementation partners to help build good heritage preservation projects that will appeal to potential providers of matching contributions. Managing the PTF will consume a portion of existing staff time. In the short term, the work may be spread throughout existing staff but BRNHA is encouraged to consider hiring a person

who would coordinate PTF activities. A development officer who can fulfill the dual requirements of PTF coordination and grants/donor/marketing work would be ideal.

Through the EA process, it was determined that population growth, development, and expected increases in tourism are the primary threat to the continued viability of many heritage resources that furnish the capital upon which heritage development and interpretation can occur. The growth is occurring due to a number of external factors - in many cases separate from BRNHA's own efforts to stimulate heritage tourism and business creation. BRNHA's efforts may compound these threats. For these reasons, it was determined that a PTF is more of a necessity than an Interpretation Task Force or a Development Task Force. The bottom line is that heritage resources must be conserved so that they can continue to produce desired economic and quality of life benefits far into the future.



Table 2-12:
Prospective Preservation Task Force Composition

Heritage Theme	Public Agency	Private Organization
Natural	One North Carolina Naturally	Blue Ridge Forever
Cherokee	Cherokee Tribal Historic Preservation Office	Cherokee Preservation Foundation
Craft	North Carolina Arts Council	HandMade in America
Music	NC Division of Archives & History	NC Folk Life Institute
Agriculture	NC State Historic Preservation Office	NC Farm Transition Network
At Large	National Park Service, National Forests in NC, US Fish & Wildlife Service, Natural Resources Conservation Service	

* Note PTF should also include a few select members from BRNHA Board and Local Heritage Councils

BRNHA Self Sufficiency

Sources of funding for BRNHA organizational support and programmatic operations are too numerous and varied to discuss here. However, several new actions should occur that will enable the BRNHA to diversify and solidify its income streams. A donor program should be established. One immediate action item in that context is the development of a contribution form to be integrated within the Heritage Tourism Guides and on the BRNHA website. Additionally, projects and matching grants developed through the PTF should carry an administrative line item for BRNHA when it is determined by partners to be the most appropriate recipient of a grant. These funds should help cover expenses incurred during the process of cultivating and building those projects. This is a tangible expense that will be acceptable to most funders as the BRNHA is able to bring outstanding, well developed projects to them for consideration. In addition, steps should be taken to ensure that the I-Wall and Go-Card generate positive revenue over time. Substantial investment has gone into their creation, which should deliver widespread economic benefits to those organizations featured. It is only fair that BRNHA realize a return from its development of these marketing and promotional devices.

Operational Accountability

The programmatic goals, objectives, strategies and action outlined previously are intended to help BRNHA achieve its mission and the purpose of its founding. These statements not only chart a course for the BRNHA over the next 10 years, but they provide a check list from which progress and attainability can be measured. It is recommended that BRNHA draft a ‘State of Heritage Tourism’ report or something similar every five years (at minimum) that discusses the goals and objectives, how each have been or are in the process of being met, and that discusses the economic benefits of heritage tourism and how heritage resources have been protected via tourism. While the concept of using heritage development and interpretation to facilitate heritage preservation is a worthy cause, the BRNHA must develop a means of tracking and evaluating that concept, sharing its findings with its constituents and partners, and adapting as necessary to ensure that this vision actually becomes reality.