

# Watauga County Heritage Development Plan



*Pastoral Valle Crucis*

Prepared by  
The Watauga Heritage Council

Updated September 2008

## WATAUGA HERITAGE COUNCIL TEAM ROSTER

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## **Watauga County NARRATIVE SUMMARY**

Watauga County encompasses 313 square miles located in the northwestern corner of the state. Though it was one of the first counties settled in the western part of the state, it was known in the early 1900s as one of the “Lost Provinces” because of its inaccessibility. The mayor of Banner Elk joked on the arrival of the East Tennessee and Western North Carolina Railroad to the county seat in 1918, “Before, the only way to get to Boone was to be born here.” This relative isolation may have worked to the area’s advantage with the Congressional designation of 24 counties in Western North Carolina as the Blue Ridge National Heritage Area.

The earliest inhabitants of the county were Native Americans – mostly Cherokee and their predecessors. Archaeological evidence indicates that this area was used as a “summer haven” or hunting ground with no permanent settlements established; however, pottery shards and projectile points indicate a wide trading network was utilized to obtain goods not readily available.

The first European explorers in the area were a part of a group led by Moravian Bishop Spangenberg, who crested the Blue Ridge near Blowing Rock in 1752. Having experienced great difficulty in the ascent and encountering brutal weather, the Moravian settlement he was hoping to found became a reality in Salem. It wasn’t until 1779 that the first recorded land grant in what would become Watauga County was recorded for land in the Watauga River Basin (what is now Valle Crucis).

One of Watauga’s most famous residents, and the county seat’s namesake, was Daniel Boone. He frequented the area on long hunts and stayed in a series of hunting cabins dotting the landscape. One was located on what is now the Appalachian State University campus and another was located in the small community of Meat Camp. Like other settlers who eventually made their way in to the Blue Ridge, Boone was a first generation American. Watauga County was a true “melting pot” of nationalities with settlers having ties to the old countries of Germany, Scotland, Switzerland, and Great Britain. In the seclusion of the Blue Ridge wilderness, their traditions were shared and protected from outside influences well into the 20<sup>th</sup> century.

In 1849, the county of Watauga was formed from parts of Ashe, Wilkes, Yancey, and Caldwell Counties. Its name is derived from a Native American word meaning “Land of Many Waters” or “Beautiful Water,” which is very appropriate since the headwaters of four major rivers are found in the county. In 1871, the county seat was established as Councill’s Store and later renamed Boone.

In 1899, Watauga Academy was started by D.D. and B. B. Dougherty. Later, this small endeavor to bring education to mountain children would grow into Appalachian Normal School, Appalachian State Teachers College, and Appalachian State University, one of the most well-respected universities in the country. The efforts of the Dougherty brothers were far reaching across the state as many educational initiatives were penned in the front room of their home, which is now a museum of mountain living in the early 1900s.

The economy of the county is diverse and includes light manufacturing, healthcare, technology, micro agriculture, and tourism. Because of this diversification, the economic wellbeing of the community remains strong when other areas in Western North Carolina are suffering a decline.

Since the late 1800s, tourists have flocked to Boone, Blowing Rock, and Valle Crucis to enjoy our temperate summers. In the late 1960s, a new season was added to the mix when snowmaking technology made skiing a viable activity in the winter. To meet the needs of these travelers, many resorts, bed and breakfast inns, cottages, restaurants, stores, and services are prevalent in our communities. The friendly, welcoming

hospitality enjoyed during visits and the wealth of experiences like hiking and horseback riding, arts and theatre, and breathtaking scenery bring people back year after year.

The membership of the Watauga County Heritage Council includes representatives from local government, the area's chambers of commerce, academicians, concerned citizens, horticulturists, musicians, museum curators, and heritage tourism and area attraction professionals. In the group's view, heritage tourism is a movement through which many goals can be accomplished. By assessing current trends for visitors wanting "real" experiences in which they may participate, heritage tourism provides the impetus for all of us to look around for parts of our everyday lives and of our past that are important to telling our story. By touting trades, talents, and themes from our past, not only are we creating a product that is in demand, but we are also perpetuating our heritage by "revaluing our cache of experiences" that have previously been discounted.

The Council met regularly over the course of five months identifying initial opportunities for action as well as challenges that may hinder the ultimate success of its work. Through our discussions, we have found common ground in projects that otherwise would have been approached individually.

Some of the most important objectives to accomplish through this Council and its alliances and champions is the preservation of the county's historical properties and unique culture, the encouragement of local artists to carry on the handmade traditions inherent to the area, to provide experiences that the area's visitors will enjoy and appreciate, to foster continued economic wellbeing, and to educate the local constituency on the vitality and importance of our heritage.

In order to accomplish the Council's objectives, several sensitive issues must be addressed. The challenges noted in meetings include little control of development, a need for appearance guidelines to keep Watauga County from looking like "Anywhere, USA," time and capital to execute the initiatives, communication channels to convey the myriad of activities and events happening in Watauga County and the High Country, and infrastructure needs including accommodations, roads, meeting facilities, and alternative transportation.

The Council's first initiatives focus on museums to capture our past, art centers and interactive experiences, and activities to preserve our land and sense of place. Consolidation of resources and efforts makes large projects more manageable and smaller projects more practical. The Heritage Council is also actively looking outside of our own community for avenues of partnering that make our current programs stronger and future ventures more encompassing through affiliation. The key to the fundamental success of the initiatives and the activities of the Blue Ridge National Heritage Area lies in the combined efforts of citizens, governments, and organizations. The Watauga Heritage Council will seek help and cooperation in reaching its goals from area chambers of commerce, High Country Host, Appalachian State University, High Country Council of Governments, town and county governments, community groups, and the general citizenry.

Through cooperation and planning, the Watauga Heritage Council hopes to encourage the county government and local communities to improve the infrastructure necessary to handle the burgeoning heritage tourism market while enhancing the quality of life for the area's permanent residents. Further, it is the Council's goal to foster preservation, cultivation, and propagation of the qualities inherent to this area as cited by the Congressional act that established the Blue Ridge National Heritage Area.

**Blue Ridge National Heritage Area  
Strategic Planning Tools**

**SUMMARY CHART**

*List each priority initiative by name and cost*

<b>Initiative Name</b>	<b>Estimated Costs</b>
Appalachian Cultural Museum	\$10,000,000
Downtown and Rural Community Center Preservation	Negligible
Hickory Ridge Homestead Revitalization	\$570,800
Publish Watauga County Architectural Survey	\$25,000
Watauga County Historical Society Headquarters	\$200,000
Watauga County Co-Operative Planning	\$75,000
Banjo Museum and Blue Ridge Folklife Institute * UPDATED *	\$3,000,000
Transportation Improvements	\$168,310,000
Improved Parking and Restroom Facilities	\$2,710,000
Headwaters Conservation and Sustainable Development	\$660,100
Link Horn in the West to Other Related Regional Festivals	\$20,000
Watauga County Calendar of Events Website	\$5,000
Develop Blowing Rock Art and History Museum	\$8,500,000
Completion of Blowing Rock Community Arts Center	\$8,200,000
Incorporate Public Art into Future Construction and Renovations	Negligible

Agricultural Tourism – Establish “Dude Farms”	\$100,000
Moses Cone Estate Education and Restoration Project	\$10,025,000
Blue Ridge Mountain Music Camp	\$26,000
Arts and Ecology Learning and Visitors Center at Landfill	\$5,000,000
Community-wide Centrally-located Performance Facility	\$12,100,000
Satellite Discipline-Specific ArtSpaces	\$3,500,000
Regional Asset Mapping	\$20,000
Museums in Partnership	\$24,000
Blue Ridge Parkway Themes and Dreams – People of the Parkway * NEW *	\$24,000
Blue Ridge Wine & Culinary Institute at Blowing Rock * NEW *	\$50,000
A Blue Ridge Music Trail * NEW *	\$5,000
<b>GRAND TOTAL</b>	<b>\$233,149,900</b>

**NOTE: Those initiatives that are new to the plan are highlighted as \* NEW \*. Initiatives that have had updates are shown with \* UPDATED \*.**

# Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	A New Appalachian Cultural Museum
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Project Narrative:	<p>The Appalachian Cultural Museum has been called one of “North Carolina’s most innovative, creative museums” by <i>Our State</i> magazine. In 1998, the Mountain Times listed the opening of the Museum as one of the most important events of the last two decades in the revisioning of the region, and described it as a “jewel at University Hall.” The Museum’s permanent exhibit, “Time and Change: Centuries of Living in the Blue Ridge Mountains” won the 1991 Achievement Award from the Asheville-based Western North Carolina Historical Association. That exhibit, featuring cases donated by the Smithsonian Institution and designed by the firm responsible for the creation of the Malcolm Forbes world-wide group of museums, changed the way that people thought about Appalachian artifacts and the culture they represent. More recently, the Museum’s Self-Portrait collection received an award from the Together We Read program in Asheville and a second award from the North Carolina Cooperative Extension to recognize the Museum’s “outstanding contribution to service to their community, county and state.” Its exhibits and programs have been recognized by publications as widely diverse as <i>Romantic North Carolina: More Than 300 Things To Do For Southern Lovers</i>, the <i>Heritage Magazine of Filipino Culture, Arts and Letters</i> and the <i>Filipino American Experience</i>, <i>Eye</i> magazine, <i>Oxford American</i>, <i>Museum News</i>, and <i>Curator</i>. The Museum is also listed as a must-see venue in most international guidebooks, including <i>Fodor’s</i>, the <i>Rough Guide</i> and the <i>Lonely Planet</i>.</p> <p>There is now an imperative to create a new Appalachian Cultural Museum, and the following is a brief outline of how that Museum might look:</p> <ol style="list-style-type: none"> <li>1. Some Basic Concepts: <ol style="list-style-type: none"> <li>A. Content. The scope of the exhibits in the new Museum will be far greater than in the current one, in terms of subject matter and content. It will be a national model for regional learning.</li> <li>B. Learning Styles. Today it is generally understood that individuals of all ages, and particularly children, learn in at least four distinct ways. Some people learn best by reading, others by manipulation or by what is commonly known as the “hands-on” approach. The new Museum will ensure that all exhibits are “learnable” in the major styles. That is to say that each exhibit will have both a textual section and a hands-on or interactive section.</li> <li>C. The Museum will be a destination.</li> <li>D. There will be a focus on earned income as a means of financing the operation of the new Museum.</li> </ol> </li> <li>2. The Specifics of Content: <p>The current Appalachian Cultural Museum, while groundbreaking for its time, needs to recast itself for the realities of the museum world in the twenty-first century. The major way that the public will perceive this recasting is through the Museum’s exhibitions and programs:</p> <ol style="list-style-type: none"> <li>A. Appearance. The new Museum will be much more a blend of entertainment and education than was the old one. The new Museum will be oriented toward large graphic panels, dramatic lighting, multi-media interpretation and color. This will require a facility with large open spaces of the “big-box” style.</li> <li>B. The Cultural Component. This will represent an enlargement of the</li> </ol> </li> </ol>
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concepts and ideas that are currently the mainstay of the Appalachian Cultural Museum. New areas will be added, though, such as a major section on agriculture. Exhibits such as the one on storytellers would be expanded to include current practitioners such as Orville Hicks.

- C. Regional Science. It is difficult for the layman to have missed the fact that American students are not doing well in areas of science and math when compared to those of other nations. An important part of this proposal is a method for improving student performance in these areas. The new Museum will have a significant exhibit component devoted to regional science, and will be centered on the components of the public school science curriculum for selected grade levels. Exhibits based on these components will be developed, taking the subject matter from the Appalachian region. For example, if gravity is the subject, NASCAR simulators could be used to demonstrate gravitational pull. Live salamanders would be available to teach about stream life. Laboratories would be made available to university professors who would be “on call” to work with school groups. There would also be a planetarium. The Museum would seek to negotiate agreements with selected public schools to integrate these exhibits into normal classwork. Participating students would be tested against non-participating students to gauge the effectiveness of the Museum’s interactive approach. It is currently anticipated that Appalachian State University’s Reich College of Education would be a major partner in developing this project.
- D. Centers of Emphasis. As with the case of the science exhibits mentioned above, the Museum would seek to create areas of special subject interest. As an example, the Museum has been working with a group, including a well-known musician, to develop an “institute for the study of traditional music.” Such an institute would not only exhibit musical instruments, but would include a study area for scholars, a large listening facility and the sponsorship of public programs and concerts.
- E. Gardens. Gardens and native plants have been a part of the current Museum, and these will be enlarged and added to. The exportation of native plants from Appalachia to the gardens of Europe was one important way that the region became known in the eighteenth century. The Museum currently has a native plant area, called the Kim Hampton Steward Memorial Garden, and a popular butterfly garden. In the new Museum, both of these gardens would be significantly expanded. Other gardens would be added. The first will be an oriental garden. Botanists understand that this section of Appalachia is on the same longitude as Asian countries such as China and Japan, creating considerable similarities in plant life. Since the purpose of the old and the new Museum is to emphasize the ways in which the region is like the rest of the world, rather than unlike, the Oriental Garden represents an ideal opportunity. There will also be a Children’s Garden, a place of fantasy, discovery and delight. This will be a perfect place for some of the Museum’s artifacts, such as the Witch’s Castle from The Land Of Oz.

3. Costs.

At this stage of planning, a useful target figure is \$9-10 million.

4. Summary.

The new Museum offers the region the opportunity to have such a destination. It can serve as a hub for regional understanding and for economic development in

	its broadest understanding. It will be a wonderful coming together of university and non-university interests, and will give mountain children an advantage that no other part of the state can offer. It will be an important teaching facility for many programs throughout Appalachian State University. Most importantly, it will be a truly twenty-first century facility in conception, and will serve as a national model for regional understanding and teaching.
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Goal:	To develop a national model for a regional museum and teaching facility.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Dr. Charles A. Watkins, Director Appalachian Cultural Museum	\$9-10 million	4 years

Action Items:	Resources Required:	Who's Responsible:
Acquire initial planning money	\$ 200,000	
Develop initial round of plans		
Acquire second round of planning money	\$ 400,000	
Finalize plans		
Acquire and develop site	\$ 1,000,000	
Begin and complete construction	\$ 8,000,000	

Performance Measures:	Evaluation methods will be developed as each planning phase is begun.
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Status:	In late June 2006, the Boone Town Council unanimously voted to investigate the potential for the Museum building a new facility at the 39 ½ in-town property called the Horn in the West site. The Council also indicated a willingness for the Museum to master plan the Horn area, in concert with the other Horn stakeholders, including the outdoor drama Horn in the West, Hickory Ridge Homestead, the Daniel Boone Native Gardens and the Farmers Market. It is this relationship that now guides Museum planning. Meetings are being held between the Museum and the other stakeholders to discuss joint planning to achieve the goals of each stakeholder that are individually represented in the Watauga county plan, and the Museum has brought in a Boston planner to examine the site. Planning is also on-going between other potential partners regarding such things as a theater within the Museum to house Mountain Home Music. Discussions are also continuing with a representative of the proposed banjo museum.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Downtown and Rural Community Center Preservation
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Project Narrative:	The preservation of small town downtowns and rural community centers is essential to the safeguarding of the heritage of Watauga County. Preservation efforts can be initiated and/or funded on several levels, including grassroots, local, state, and federal government. For example, the Main Street program mission is to empower people, organizations, and communities to achieve ongoing downtown and neighborhood district revitalization based upon the principles of self-determination, resource conservation and incremental transformation. HandMade in America can assist small towns and communities through the Small Towns Program and the HandMade Institute for the Creative Economies. These programs are designed to provide mentoring, technical assistance, and support in forging unique and productive partnerships. Watauga County has a history of aiding rural communities with planning and preservation efforts upon request of those communities.
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Goal:	To preserve small town downtowns and rural community centers and to enhance the economies of those areas.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Joe Furman, County Planner Tuesdae Rice, Downtown Boone Development Association Director	unknown	ongoing

Action Items:	Resources Required:	Who's Responsible:
Investigate the Main Street, Handmade in America, County, and other programs to determine candidacy.	Negligible	Joe Furman Tuesdae Rice
Begin steps to expand/implement as appropriate in either currently-participating or new communities.	Dependent upon the scope of the project	Furman and Rice

Performance Measures:	Implementation of new preservation activities
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Status:	The Town of Boone has a downtown business association and is affiliated with the NC Main Street Program. Rural communities Foscoe-Grandfather, Valle Crucis, and Cove Creek have formal organizations receiving County assistance that are involved in planning and preservation activities. Community organizations also exist in Todd, Green Valley, and Matney, which are involved in preservation activities. National Register of Historic Places Districts exist in Blowing Rock, Valle Crucis, and Todd.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Hickory Ridge Homestead Revitalization
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Project Narrative:	<p>Restore, protect and create an environment that will assure preservation of the six historic log structures comprising the 18<sup>th</sup>-Century living history museum that is the Hickory Ridge Homestead Village. Further, the goal is to develop visitation for the Southern Appalachian Historical Association's (SAHA) Hickory Ridge Homestead, which will support its operation and preservation. The village is located adjacent to the Daniel Boone Theatre, home of SAHA's "Horn in the West" and the Daniel Boone Native Gardens on a thirty-six acre tract creating a major visitation site. The land was <b>given</b> to the Town of Boone by the Winkler family for education, recreation and historical purposes. Since that time, SAHA has acquired the period structures and moved them to the site and made them available to the public. SAHA's Board expanded the function of the Homestead to include a variety of educational programs. Tours focus on the Highland settlement period 200 years ago (1785-1805) when settlers had to grow, create, and trade for the necessities of life. Programs include guided and self-guided tours, student visits and classes, history, art and drama camps, storytelling, period crafts, and re-enactments. New this year will be a rock and mineral camp focusing on the native minerals of the Blue Ridge lithosphere and plans for a country music festival in the fall. This educational program has been created in part to satisfy the badge requirements of the many scouts who utilize the village cabins as campsites. Another project of SAHA is the organization of two annual music festivals of local Appalachian artists.</p>
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Goal:	The goal of the SAHA Board is to preserve and expand the use of the historical facilities for the education and enjoyment of visitors.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Southern Appalachian Historical Association	\$570,800	One year

Action Items:	Resources Required:	Who's Responsible:
Subsidy for the salary of the Curator	\$15,000	Richard Bowers
Historical Architecture Consultant	\$10,000	Milner and Associates
Roof Restoration of the Weaving Cabin	\$9,600	Milner and Associates
Coffey and Frazier Cabin	\$10,000	Milner and Associates
Completing the Foundation of the Coffey Cabin	\$12,000	Milner and Associates
Installing less obtrusive and period lighting in the cabins, esp. Frazier Museum	\$6,400	Rex Hughes
Completion of Blacksmith Shop and collection of period tools	\$7,300	Brian Fannon
Lighting, renovation, and beautification of the Powderhorn Theatre to a multi-purpose facility including a place for students and groups to eat during inclement weather, meeting facilities, and small productions.	\$500,500	Rex Hughes

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Performance Measures:	Completion of action items.
	Upon completion, patrons will be surveyed to garner their impressions of their visit and to find further offerings and improvements.

Status:	Planning and surveying phase.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Publish Watauga County architectural survey of historic structures
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Project Narrative:	The existing architectural survey is a technical report. It will be converted into manuscript format to include photos in order to publish it as a hard cover book.
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Goal:	To document the history and heritage of Watauga County in a format that is an attractive item for purchase as a reference or keepsake by residents and visitors.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Joe Furman, Watauga County	\$25,000.00	18 months

Action Items:	Resources Required:	Who's Responsible:
Employ a consultant familiar with and able to comply with NC State Historic Preservation Office manuscript standards.	\$25,000.00	Joe Furman, County Planning & Economic Development Director
Contract with publisher upon completion of manuscript.		
Distribute published books.		

Performance Measures:	Project will be successful when book is published.
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Status:	<p>*Survey is currently a technical report in National Register of Historic Places Multiple Property Documentation format. It has been placed in the public libraries and ASU's Cultural Museum. Hard and electronic copies are available. The document was researched and produced for the County by a consultant. Files and photos are located in the Asheville Regional Office of the State Historic Preservation Office.</p> <p>*A consultant has been hired to begin preparing the manuscript for publication. (Sept. 2006)</p>
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

<b>Initiative Title:</b>	Watauga County Historical Society Headquarters
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<b>Project Narrative:</b>	Watauga County is rich in heritage and history yet does not have a central place where its historical resources can be stored and accessed by residents and visitors. Rachel Rivers Coffey, local historian and editor/publisher of the Watauga Democrat, was well aware of the need and made provisions for such a home in her will. Her residence, built in the 1930s and located on Rivers Street, is slated to become the home of the Watauga County Historical Society as well as a museum for both the town and county.
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<b>Goal:</b>	Develop the Rachel Rivers Coffey Residence into the Watauga Historical Center for heritage collections and local history as well as the home of the Watauga Historical Society.
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<b>Person/Organization Responsible:</b>	<b>Cost to Implement:</b>	<b>Estimated Time to Complete:</b>
Watauga County Historical Association and Town of Boone/Loretta Clawson	\$200,000	1 year after the Town of Boone acquires the building

Action Items:	Resources Required:	Who's Responsible:
Hire an engineer/architect to submit plans for renovations and retrofitting the physical facilities to meet the standard code for a public facility, museum, and archival depository. Parking and restroom facilities need to be addressed.	\$10,000	Historical Society Board in conjunction with the Town of Boone
Employ a contractor to undertake the construction costs required by the renovations.	\$110,000	
Accumulate, attribute, and conserve articles for Boone and Watauga County Museum.	\$30,000	
Acquire photos of local area – historical, old newspaper photos, family photos, etc. and catalog the collection in a manner that makes it easy to research.	\$30,000	
Hire a part-time curator	\$20,000	
As an activity of the Historical Society, arrange for off-site history collection, etc.		

<b>Performance Measures:</b>	When the residence is acquired, a timeline will be prepared.
	Once all action items are completed, marketing and curriculum preparations will be in place.

<b>Status:</b>	Planning Phase
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Watauga County Co-operative Planning
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Project Narrative:	During the next 18-24 months, Watauga County will undertake an effort to produce a new plan for the County. The last County plan was adopted in 1993. The Heritage Council believes it is appropriate to be involved in this effort with a focus on infrastructure and growth issues as they relate to tourism development, since tourism is one of the cornerstones of the local economy.
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Goal:	To develop a county plan which addresses infrastructure and land use issues to prepare for the future in a positive, proactive way.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Watauga County; other local governments and economic development-related entities.	\$75,000.00	24 months

Action Items:	Resources Required:	Who's Responsible:
Random telephone survey of citizens	\$5,000	Watauga County/ASU
Analyze survey results.		ASU/Watauga County
Identify and analyze pertinent demographic data.	\$70,000 (Consultant and other expenses)	Watauga County and Consultant
Form work groups to set goals and formulate proposed plans.		Watauga County and Consultant
Conduct public meetings.		Watauga County and Consultant
Finalize plans.		Watauga County and Consultant
*NOTE: Town governments, economic development entities, chambers of commerce, Heritage Council to participate as appropriate.		

Performance Measures:	Plans adopted and implemented.
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Status:	<p>*The existing County plan is 12 years old. The new process is in the conceptual stage; the telephone survey is scheduled to be completed by the end of summer 2005.</p> <p>*Telephone Survey was completed in 2005 and will serve as one of the bases of the plan. (Sept. 2006)</p>
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Blue Ridge Folklife Institute & Banjo Collection/Museum * UPDATED *
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Project Narrative:	<p>The Blue Ridge Folklife (or Heritage) Institute (BRFI), an alliance of cultural workers experienced in and dedicated to the preservation, documentation, interpretation, and perpetuation of Blue Ridge Folklife traditions, encourages folklore fieldwork in the mountains, promotes responsible application of this fieldwork in a variety of settings, builds community among professionals and students, and engages in other activities that are consistent with these purposes. This year the BRFI will continue to focus especially upon programming related to traditional music (media history lectures with live performances, workshops, a 2010 Black Banjo Gathering Re-Union and an old time music camp gathering) and its multicultural exchange (e.g. especially the history of the banjo). We have also added a new initiative about the study and presentation of the role of Daniel Boone and his multicultural context in the NC Blue Ridge. We hope to partner with Avery and Watauga Arts Council, the Headwaters Project, Hickory Ridge, Happy Valley, the Appalachian Cultural Museum, Appalachian Studies and other components of Appalachian State University in these efforts.</p> <p>The banjo is a symbol of Appalachia, and the multicultural roots of the banjo make its history a compelling example of the vitality of cultural exchange. Africans brought the gourd <i>banjar</i> to this country in 1740, and after whites took up the instrument, blacks and whites together created the 5-string banjo in 1840. John and Alan Lomax declared the 5-string banjo America's first musical invention. The High Country and Blue Ridge have also produced a remarkable number of NEA Heritage Fellows. BRNHA research shows that natural beauty and cultural traditions are the only regional resources that may not be out-sourced. In 2003, the arts, in Watauga alone, had an economic impact of \$26,469,636 and continues to increase dramatically. Linking the BRFI programming and documentation and a world class Banjo Collection to existing cultural resources would benefit the region and university economically and preserve and perpetuate our rich musical heritage. BRFI will continue to interpret banjo history in the region and its vitality, egalitarian roots and international influences through study, media presentations, workshops and live performances for diverse public as well as scholarly audiences. Media documentation expands our audience in the present and future. Regional and national understanding of the mountain banjo, as well as the related instruments like the fiddle, dulcimer, and guitar (often handsomely crafted in the area) provide a significant source of regional identity and pride.</p>

Goal:	Maintain world class programming, and preserve, interpret, document, and perpetuate banjo (and related) traditions, their multicultural roots and international influences while we are creating a world class Banjo Collection or Museum.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Cece Conway— Director of BRFI & ASU Folklorist	3,000,000 for programming and collection	7 years

Action Items:	Resources Required:	Who's Responsible:
Mountain Banjos: African Roots & Influences Exhibit at Appalachian Cultural Museum	April 7, 2005-March, 2006 Completed	Cece Conway, Friends of Mountain History, & Chuck Watkins
1st Ever Black Banjo Gathering at ASU	April 7-10, 2005 Completed	Mark Freed, Cece Conway, Center for Appalachian Studies, ASU, BBTN, etc.
<p>Swedish lute scholar Ulf Jagfors &amp; Senegambian Akonting Player Daniel Jatta (MBA in Sweden) Performance and lecture. <b>An offer of international lute collection &amp; documentation if we can find appropriate care.</b></p> <p>Retrospective of Documentary Filmmaker Les Blank's Multicultural Music and Foodways Films with live traditional music.</p> <p>Robert Morgan &amp; Music (including Banjo Exhibit) of the Daniel Boone &amp; Revolutionary Era</p> <p>Continue Grant Writing (e.g. Daniel Boone &amp; Blue Ridge Music Funding)</p> <p>Continue Video Editing &amp; Video Series on Mountain Musicians, Makers, &amp; History Planning for Black Banjo Gathering Reunion 2010</p> <p>Remain in contact with Regional &amp; National</p>	<p>December, 2005 Completed</p> <p>March, 2006 Completed</p> <p>April, 2006 Completed</p> <p>Time &amp; \$20,000 needed</p> <p>\$50,000 in hand w much match; in-process \$20,000+</p>	<p>Cece Conway, Appalachian Heritage Council, FMH, International Studies, Washington &amp; Lee, English Language Society.</p> <p>Cece, App Heritage, App Films, APPerture Film Fest, A&amp; S &amp; more</p> <p>Cece, Friends of Mountain History, Avery Co Arts Council, Library, &amp; Historical Museum</p> <p>Cece and national consultants</p> <p>Cece, NEA, ASU, VFH, MFH, NCAC &amp; more Cece, Tom of Levine Museum, Proxy Prose and distinguished African Am sponsors in Charlotte</p>

Board of Advisors		
Secure programmatic and monetary commitment from ASU leadership (e.g. for OT Music Week)	\$30,000 needed by Dec, 2008 for 2009 OT Music Week. On-going	Cece
Assemble High Country & ASU task force		
Identify Community & ASU fundraisers		
Secure detailed and updated feasibility study and business plan from ASU	\$20,000/year	Cece in partnership: e.g. \$17,5000 for 2005-6: NEA, FMH, BRFI, CAS, ASU, VFH, FMH
Seek stable funds for on-going programming		
Secure funding to acquire collection	\$200,000 per each of 5 years	

Performance Measures:	On-going performances and presentation and projects Secure funding for projects Develop committed task forces Acquire business plan and feasibility study Secure monetary commitment from ASU leadership and High Country community Begin acquisition of collection
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Status:	\$21,500 in-matching for 2006-7; \$21, 000 matching for 2007-8; \$7500 matching + for 2008-9
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

<b>Initiative Title:</b>	Transportation Improvements
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<b>Project Narrative:</b>	<p>The influx of visitors and new residents in Watauga County has added more traffic than was anticipated when the highway system was mapped out for this area. Alleviating the congestion will serve both of these groups better by providing safer travel and providing for more efficient use of resources with time savings being very important. In looking at creative solutions, a shuttle system which allows for greater utilization of large parking areas at local shopping venues – Tanger Shoppes on the Parkway and Food Lion in Blowing Rock - and provides an old-fashioned trolley to transfer visitors to Downtown Blowing Rock will decrease the frustration felt by visitors looking for parking and will also assuage residents tired of cars parked in their yards, driveways, etc.</p> <p>In the bigger picture, safer roads are needed to allow for greater numbers, which are already coming, to visit Watauga County and the rest of the High Country. With the High Country being a “drive destination,” it is imperative that the roadways from major markets and interstates be topnotch and capable of conveying visitors safely to their vacation haven. Two projects are already in line with the State of North Carolina that will first, make the “Lost Province” more accessible and safer to travel to and second, decrease cut-through traffic traveling through Downtown Boone, thus alleviating congestion in the downtown business district.</p>
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<b>Goal:</b>	To enhance tourist access to the High Country via 4-lane roads offering safety and convenience and to more effectively handle parking once they arrive.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Town of Blowing Rock - Trolley	\$310,000	2006
State of North Carolina – 321/421	\$168,000,000	2015

Action Items:	Resources Required:	Who's Responsible:
Secure parking agreements with local shopping venues	\$310,000	Town of Blowing Rock
Research and purchase trolley		Town of Blowing Rock
Hire drivers for routes		Town of Blowing Rock
Four lane Highway 321 from Lenoir through Blowing Rock	\$20,000,000	State of North Carolina
Determine Route of Daniel Boone Parkway, a beltway connecting Highway 421 North, east of Boone to Highway 321 at Deerfield Road and to Highway 221 at the 105 Bypass ending at \$21 North, west of Boone		State of North Carolina
Acquire Right of Way for Daniel Boone Parkway	\$46,000,000	State of North Carolina
Construct roadway	\$102,000,000	State of North Carolina

Performance Measures:	Implementation of trolley system
	Completion of four lane to Blowing Rock
	Completion of Daniel Boone Parkway

Status:	New projects still in planning stages.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Public Parking and Restrooms
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Project Narrative:	<p>Lack of adequate parking is an issue that all downtowns face. It can be even more pressing for towns that have a lively shopping and restaurant district mixed with offices and local government concerns. Public restroom facilities are also needed to cater to the needs of those enjoying the many activities in downtown areas. Restrooms and parking can be combined if initial plans have them considered together.</p> <p>The Town of Blowing Rock is desperate for additional parking in close to Main Street. The proposed Blowing Rock Art and History Museum hopes to incorporate additional parking into its facility by using the lay of the land in constructing a parking garage under its Main Street level frontage. Restrooms could be added with a minimal increase in construction costs.</p> <p>Downtown Boone faces a similar need for additional parking to accommodate downtown business customers and employees, tourists, and university-related visitors. A location that is currently owned by the Town of Boone which would provide access to the parking garage from both Howard and King Streets is proposed to provide an additional 150 spaces. Restrooms could easily be added to this structure during planning and construction phases.</p> <p>An additional public restroom facility for Downtown Boone is also needed. A modular unit could be installed in one of Boone's current parking lots and would allow for future development concerns and changes.</p>
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Goal:	To provide adequate public parking and restrooms for the resident population and the traveling public.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Town of Blowing Rock	1,070,000 (100 spaces @ \$10,000 per space plus \$70,000 for restroom facilities)	2007
Town of Boone	1,640,000 (150 spaces @ \$10,000 per space plus \$140,000 for restroom facilities)	2007

Action Items:	Resources Required:	Who's Responsible:
Survey land to see if site is suitable for construction.		Town of Blowing Rock
Architectural plans drawn up in conjunction with the Blowing Rock Art and History Museum		Town of Blowing Rock and BRAHM
Let bids for contractors		Town of Blowing Rock

Construction		Town of Blowing Rock
Survey land to see if site is suitable for construction of parking deck		Town of Boone
Architectural plans drawn		Town of Boone
Let bids for contractors		Town of Boone
Construction		Town of Boone
Survey traffic patterns to determine where public restrooms would be best utilized		Town of Boone/ASU
Research modular restrooms and determine best site for placement		Town of Boone
Construction/placement		Town of Boone

Performance Measures:	Completion of parking garages and restrooms
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Status:	Proposal phase
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	<b>Headwaters Conservation and Sustainable Development</b>
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Project Narrative:	Watauga County is the source of four major rivers flowing from high elevation springs to form the New River flowing north, the Watauga, west, the Yadkin, south, and the Catawba, east. The abundance and quality of the county's springs and streams are at the heart of stories of settlement and subsistence and are critical to the county's past, present and future. The county's waterways provide opportunities for environmental stewardship, sustainable economic development, and recreation, to be approached through collaboration among groups working on stream and river issues, documentation and interpretation of the past, conservation, education, and recreation.
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Goal:	1.To bring together the entities working on stream and river issues, including the National Committee for the New River and its North Fork Committee, Elk Knob State Park, Middle Fork Greenway Association, Kraut Creek Restoration and Enhancement Project, MountainKeepers, Watauga River Conservation Partners, and Appalachian Coalition for Just and Sustainable Communities to coordinate their efforts and build synergy on stream and river related topics; 2.to provide documentation and interpretation of water quality, species diversity, and social history through testing and monitoring, ecological inventory, and oral history; 3.to initiate or expand conservation, restoration, and clean-up activities; 4.to develop and deliver education materials, necessary to 5. development or expansion of sustainable economic activities and recreation, including expansion of greenways and facilitation of such activities as walking, hiking, swimming, picnicking, fishing, camping, and boating (rafting, tubing, canoeing, kayaking).
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Patricia Beaver, MountainKeepers, National Committee for the New River, Elk Knob State Natural Area, Middle Fork Greenway Association, Kraut Creek Project, Watauga River Community Partners, Appalachian Coalition for Just and Sustainable Communities, ASU's Center for Appalachian Studies and Sustainable Development Program.	\$660,100	7 years

Action Items:	Resources Required:	Who's Responsible:
1.Organize meeting of groups working on river projects	\$100	Patricia Beaver Steve Owen
2.Provide documentation and interpretation of biological and social history: New River's North Fork headwaters	\$15,000	Patricia Beaver



Kraut Creek	\$15,000	Nancy Reigel
3. Expand or initiate conservation, restoration, and clean-up: Kraut Creek Restoration Middle Fork Greenway (engineering plans for culverts, Army Corps permits, flood studies)	\$140,000 \$170,000	Nancy Reigel Ann Burgess
4. Development and delivery of educational materials	\$70,000	Patricia Beaver, Steve Owen, Nancy Reigel, Anne Burgess, Jeffrey Scott, Kathy Copley, Wendy Patoprsty, Ron and Suzanne Joyner, Dena Higdon, Larry Trivette
5. Development or expansion of sustainable economic activities and recreation	\$250,000	Patricia Beaver, Steve Owen, Nancy Reigel, Anne Burgess, Jeffrey Scott, Kathy Copley, Wendy Patoprsty, Ron and Suzanne Joyner, Dena Higdon, Larry Trivette

Performance Measures:	<p>Accomplishment of specific tasks outlined above, including</p> <ul style="list-style-type: none"> <li>-communication among groups working on specific river-related initiatives;</li> <li>-For New River, north fork, develop interpretive exhibit for Elk Knob State Park on Pottertown, Meat Camp, and Elk Knob social and biological history;</li> <li>-for Kraut Creek, preliminary goals include: lowering water temperature to support aquatic life; establishing riparian zones for habitat; slowing stormwater; pollution control; and planning the creek area for multiple use, visual enhancement, and public access. Measures for each of these will be developed and monitoring implemented as the project progresses. Some pre-project monitoring is already in place or will begin to establish base data for measuring the project's progress.</li> <li>-for Middle Fork Greenways, develop an approximately 3/4 mile segment of the trail through the National Park Service land at Blowing Rock linking to the Mountains-to-the Sea Trail, develop an 8/10ths mile segment of the trail starting at the Tweetsie bridge going south, have more easement areas surveyed (in the next six months) using a Clean Water Management Trust Fund grant.</li> <li>-elaboration of specific plans for expansion or development of other specific sustainable economic and recreation activities,</li> </ul>
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	-education initiatives: formation of a water working group to conduct community-based research, develop and coordinate strategies, create effective knowledge sharing tools and practices, develop and deliver educational outreach programs.
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Status:	<p>The organizations listed above have developed a range of initiatives which are in varying stages of implementation.</p> <ul style="list-style-type: none"> <li>-Organizations have been contacted and have expressed interest in coordination and communication of efforts and learning from each other.</li> <li>-New River/Elk Knob: ARC has funded a small grant which will be used to support the Elk Knob interpretive exhibit, 2005-2006, to be developed by Beaver's graduate seminar, in cooperation with park ranger Larry Trivette, with exhibits to be developed by Chuck Watkins's Museum studies classes;</li> <li>-The Kraut Creek Committee has initiated contacts with each landowner with property along the stretch of the creek that has been targeted for initial improvement. Discussions have been initiated regarding the purchase of approximately 2 acres (Coleman property) at the northwest end with the expectation that this will be a combination park/wetland/natural habitat. \$54K funding has been identified composed of a \$30K planning grant from the Clean Water Management Trust Fund, \$10K donations and \$14K in kind. The following people, organizations and entities wrote letters in support of this grant and the creek restoration: ASU Chancellor Peacock, Watauga County Commissioners – Jim Deal Chair, Boone Mayor Burnley, Boone Area Chamber of Commerce, Downtown Boone Development Association, National Committee for the New River, Watauga County Extension Office, and MountainKeepers. Meetings have been held between the ASU faculty who have research interest in the creek and the NCSU Extension stream restoration and flood mitigation experts to create a joint vision for the creek.</li> <li>-Middle Fork Greenways: Watauga County has agreed to hold a Facilities Use Agreement with ASU, owner of the dam site. Under the agreement the county will assume liability; organization will seek grants to develop a park, which could begin to materialize there within a year; The Park Service is currently reviewing preliminary plans for the greenway trail to go through the culverts under the Parkway and the Parkway access ramp. Once we get preliminary approval we'll have to apply for grants for engineering studies; depending on grants, this segment could materialize in 2-3 years; Easements from Tweetsie and Mystery Hill are being drawn up; Barbara and Sterling Whitener have donated a 3.7-acre parcel between the river and the highway; the three properties comprise 8/10ths mile along the river; depending on grants, this segment could materialize within 3 years; three other landowners have expressed willingness to grant easements and we're waiting for them to write the required letters of intent before we can commission the surveys.</li> <li>-Sustainable economic and recreation activities–Steve Owen (Appalachian Coalition for Just and Sustainable Communities) is pursuing the following: coordinating a conference with the Ashe Campus of Wilkes Community College on sustainable livelihoods; now forming a working group to explore the feasibility of linking micro-hydro electric generation with stream and watershed preservation, rural community development, small enterprise and non-profit work; in consultation with Dr. Robert Giles (Va. Tech) to develop a pilot model for landowners and small business developers seeking avenues</li> </ul>
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of sustainable economic development.

-Development and delivery of educational materials: Steve Owen (Appalachian Coalition for Just and Sustainable Communities) is pursuing the following: the Compton Foundation has awarded Tricia Feeney a Compton Mentor Fellowship to work with Owen and the Appalachian Coalition for a one year period beginning July 2005. Feeney will be developing educational materials, working to build alliances with organizations and individuals, and doing research throughout the region; submitted grant application for development of interactive database application that would facilitate network knowledge collection and dissemination and made easily available to all participants; draft in progress of comprehensive water issues report that affect the region. This report will be available to all participants.

**2006 update:**

Middle Fork Greenway Association

The park at Payne Branch was dedicated on Oct. 2, 2005 and is maintained by MFGA. MFGA members have been planting trees, mowing, weedeating, building picnic tables, and clearing a trail route through the 800-foot length overlooking the east side of the river. MFGA hopes to put up an interpretive display about the history of the Payne Branch area.

With a Clean Water Management Trust Fund grant, MFGA purchased, in March, 2006, a 1.36 acre parcel between Middle Fork River and Niley Cook Road and obtained a donated conservation easement fifty-feet-wide through the riparian portion of the adjacent tract. The total length protected by the purchase and the donated easement is 1,500 feet. MFGA members have been clearing a section of the greenway trail through the two properties and we're looking for park and trail construction funds. We plan to put up an interpretive display.

The 9/10ths mile-long greenway trail route through the National Park Service land near Blowing Rock has been surveyed. MFGA is seeking funds for engineering the trail through the two culverts beneath the Parkway and the Parkway access ramp and the DOT culvert beneath Highway 321.

In the spring of 2006 Blue Ridge Rural Land Trust and Middle Fork Greenway Association jointly applied for and were awarded a Clean Water Management Trust Fund grant for transactional funds to secure a donated conservation easement on the 9-10-acre wetland along the Aho Branch and a trail easement across the branch. The wetland and the trail route are currently being surveyed with funds from the grant. All easements that MFGA obtains will be held by Blue Ridge Rural Land Trust.

The cost of the entire greenway from Blowing Rock to Boone will probably exceed \$4,000,000.

New River/Elk Knob State Natural Area A committee representing communities contiguous to the EKSNA, along with ASU's Center for Appalachian Studies and Sustainable Development program joined EKSNA officials in organizing a very successful public park opening, "Headwaters Community Day: Elk Knob Homecoming" September 24, 2005. With

	<p>support from a small Appalachian Regional Commission Collaborative Teaching grant, Appalachian Studies students collected oral histories from local elders and scanned historic photographs for preparation of a power point presentation to the ARC in Washington and to the local community in Dec. 2005. Summer of 2006 the committee began planning the second annual Elk Knob Homecoming for Oct 7, 2006. Representatives of the communities (Meat Camp, Pottertown, Sutherland) and ASU faculty (Pat Beaver, Chuck Smith) and Appalachian Studies students hope to add more materials to the collected archival photographs and interviews, and to develop materials for a park exhibit on the historic Winebarger Mill in Meat Camp.</p>
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

<b>Initiative Title:</b>	Link Horn in the West to other related regional festivals
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<b>Project Narrative:</b>	<p>In the early 1950s, the Winkler family deeded a 36-acre tract of land in the center of Boone to be used for educational, recreational, and historical purposes. In 1952, the pageant that was created initially to celebrate the county's centennial was expanded and a script prepared by Dr. Kermit Hunter for what is now the nation's third longest running outdoor drama, The Horn in the West. In preparation for performances, a large outdoor amphitheatre was constructed. The setting, among century-old Oak trees and surrounded by large thickets of native rhododendron, is perfect for theatrical productions, musical performances, and other presentations.</p> <p>Presently, the facility is only used for performances from June until August, therefore leaving a large part of the year open for more performances and events. Adjacent to the amphitheatre is the Daniel Boone Native Gardens, the Hickory Ridge Homestead Living History Museum, and a large parking area. The Watauga County Farmers' Market is hosted at this location.</p> <p>This property could be more fully utilized by hosting additional events and coordinating with other existing or new events in the community. This would provide more opportunities for visitors, as well as more performance venues. It is also an excellent location for off-site parking with shuttles ferrying festival goers back and forth between venues. Additionally, there are several festivals in the area that have potential problems with their present venues and may need to seek a new place to host their event. The amphitheatre is an excellent choice when the event is outside of the usual performance season for Horn in the West.</p>
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<b>Goal:</b>	Better utilization of the Horn in the West amphitheatre, and increased attendance at the Daniel Boone Native Gardens and Hickory Ridge Homestead.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Chris Parsons (Southern Appalachian Historical Assoc.) Cherry Johnson (Watauga County Arts Council) Mac Forehand (Boone Convention and Visitors Bureau)	\$20,000	1 year

Action Items:	Resources Required:	Who's Responsible:
Review calendar of current events to determine if any initial partnerships are evident		Parsons, Johnson, Forehand
Establish guidelines for amphitheatre and grounds usage (types of events permitted, windows of opportunity, fees, etc.)		Parsons and Board of Directors for SAHA
Present ideas for collaboration with the Kraut Creek Festival committee (good venue for parking, concerts, etc.) and Boone Bluegrass Fest		Parsons, Bettie Bond, Ronnie Moretz

Establish an agreement with Appalachian State University, who uses the parking lot during the school year, to move student cars on prearranged weekends		Parsons and ASU parking administrator
Event establishment – first year event (bluegrass, country music, storytelling, craft festival??) – Funds for initial set up, brochure printing, posters, paying talent, limited mailings, and advertising	\$20,000	Parsons, Johnson, Forehand
Negotiate with AppalCart or another transportation provider for shuttle service		Festival organizers

Performance Measures:	Establishment of new event Growth of current events Increased utilization of amphitheatre
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Status:	Planning stages
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Watauga County Calendar of Events for the Blue Ridge National Heritage Area Website
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Project Narrative:	Our county has a myriad of events each year. Musical presentations, art openings, festivals, lectures, educational opportunities, and special events happen in every corner of Watauga County, but there is not one central place where information for these events can be accessed by both visitors and residents. A web database that would allow individuals and organizations to add their own events and update event information would serve both residents and those planning a trip to the BRNHA.
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Goal:	To provide the BRNHA with a Watauga County Calendar of Events for their website and to make a database that could be shared by other websites in Watauga County
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
High Country Host and Chamber of Commerce organizations in Watauga County	\$5,000	Ongoing

Action Items:	Resources Required:	Who's Responsible:
Set parameters for database creation		Chambers and High Country Host and Web Developer
Identify individuals and groups that should have access to adding events directly into the database and provide them with login and passwords (also include on Watauga County website)		Chambers and High Country Host
Create directions for including the database information in individual's and group's websites		Web Developer
Create hard copy forms for groups that do not have internet access to enable them to list and promote their events		Chambers and High Country Host
Share information with BRNHA		

Performance Measures:	Completion of project
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Status:	Proposal stage – many of the agencies listed already compile a calendar of events; however, this method would allow for better information sharing throughout the county and High Country Host area as well as the Blue Ridge National Heritage Area.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Development of the Blowing Rock Art and History Museum
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Project Narrative:	In 2001, an interested group of citizens began the Blowing Rock Art and History Museum in Blowing Rock, NC. This initiative got its impetus from the promised gift of a collection of works by noted artist Elliot Daingerfield. Since that beginning, three outstanding summer events have been staged, more than 480 members have joined the organization, land has been donated as a building site and an architect has been hired to prepare plans. The Board is now prepared to undertake a major Capital Campaign to raise the funds necessary to fulfill the dream of planning, building and operating a first-class museum to celebrate the visual arts and cultural heritage of our community.
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Goal:	To build the Blowing Rock Art and History Museum which will celebrate the visual arts and cultural heritage of our community.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Board of Trustees and Joann Mitchell, Executive Director	\$5 to \$7 million	2010 (5 years)

Action Items:	Resources Required:	Who's Responsible:
Fulfill responsibilities to membership - i.e. summer events, programs, educational trips	\$100K per year	Board of Trustees and Executive Director
Organize and begin Capital Campaign	\$10,000	Capital Campaign Committee
Acquire funding for building	\$6,500,000	Capital Campaign Committee
Begin construction		
Acquire endowment for collection	\$2,000,000	
Open Museum		

Performance Measures:	Goals and strategies will be established for each step of the process.
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Status:	<ul style="list-style-type: none"> <li>•Startup. 4<sup>th</sup> Summer Program (<i>Art Celebration 2005</i>) is scheduled for Sept. 2 through Sept. 18, 2005.</li> <li>•Executive Director hired June 1, 2005.</li> <li>•Capital Campaign ongoing. (September 2006)</li> </ul>
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Completion of Blowing Rock Community Arts Center
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Project  
Narrative:

### **Overview**

The building-The Blowing Rock Community Arts Center (BRCAC) will be a three level 26,156 square foot building. The main theater will have 350 seats, an orchestra pit, sloped floor, and high quality sound and lighting systems. The Center will also be the home of the Blowing Rock Stage Company, which has been performing in the local elementary school for the past 20 years. The facility will include administrative offices for the Center and Stage Company staff, scene shop, dressing rooms, conference room, catering kitchen and banquet room. The foyer lobby area will provide a small exhibition space for visual art, including pieces specifically created for the center.

Location-The facility is located on Highway 321 one mile south of the Blue Ridge Parkway in Blowing Rock.

Programming-The Center will provide diverse programming including dance, theatre, music, film, and education programs to offer a multitude of audience and student experiences. The children's theater will have seating for 100 and will also be used for a lecture series. The projector room will be equipped with a 16mm system with enhanced lenses allowing films to be presented that otherwise would not be shown in this area. A main point of emphasis for the Center will be the presentation and preservation of mountain culture and traditions including bluegrass music, folk music, arts and crafts and other traditional arts.

Other use-Groups wanting to use the BRCAC for performance and activity space through rental and leasing arrangements include: The Blowing Rock Stage Company, Mountainhome Music, Summer Music Festival, Watauga, Ashe, and Avery County Schools, Watauga County Arts Council, Appalachian State Opera Department, Blue Ridge Community Theatre, Lees McCrae College Theatre Department, Blowing Rock Police Department, Blue Ridge Ballet, The Blowing Rock Historical Society, and the Blowing Rock School. In addition, the Center plans to offer a new film series. Numerous other groups from across the High Country will enjoy access to this space. The rental fees from these groups will create operating revenue for the center.

### **Economic Impact**

In June of 2003, Todd L. Cherry of the Department of Economics at Appalachian State completed an economic benefit study of the Blowing Rock Community Arts Center. He used a yearlong study – “The Economic Impact of the Arts in Watauga County, North Carolina” – as a basis for his analysis of the BRCAC. Central to this study is a benefits estimate of local art activity. The study shows that patrons most prefer the central activities associated with the BRCAC—music, theatre and dance. Also, patrons prefer to partake in activities at indoor performing arts facilities, with Blowing Rock being the second most frequented location for art activity. His findings determined that the direct and indirect benefits to the community in pure economic terms would be estimated at \$4,947,708.

	<p>Direct benefits are derived from the direct consumption of the activities and products provided by the center, including ticket sales for performances, rental income from receptions and the theater usage, etc. Webb Management Services, a New York consultant for the development and operation of cultural facilities, projects annual revenue at \$1,035,940 (their full report is on file at the BRCAC Foundation office).</p> <p>Indirect benefits are derived from the economic and cultural development arising from the presence of the center, including tourist dollars spent on hotel rooms, meals, shopping and the like. Attendance information from The Blowing Rock Stage Company can be used in calculating indirect benefit estimates. The key figures in these calculations are:</p> <ul style="list-style-type: none"> <li>• 69% of patrons are non-resident</li> <li>• projected main stage attendance of 55,440</li> <li>• estimated patron group size of four</li> <li>• the number of parties patronizing BRCAC is calculated as 13,860.</li> </ul> <p>Using the 69% non-resident rate and an 82% rate of overnight stays (from the county study) the number of parties staying overnight is calculated as 7841. With an estimated indirect spending per party of \$474, the total estimated indirect spending is \$3,717,102. (This represents a conservative estimate given the socio-economic attributes of the attendees of the productions associated with the BRCAC. Mr. Cherry's study suggests that the level of indirect spending per party would actually be higher. In addition, The Stage Company is only one organization that will use the BRCAC; therefore the true benefit to the Blowing Rock community should exceed these estimates).</p> <p><u>Annual Sustainability</u>-Estimates for sustaining operations also can be reliably projected. The Flat Rock Playhouse near Hendersonville, NC provides a peer institution comparison. Annual expenses there have grown to well over \$2,000,000 in 20 years. Today less than 10% of the budget is met through annual contributions. In light of the BRCAC's annual operating expense projections of \$600,000, an annual fund-raising goal of \$200,000 is well within any model of best practices for a community arts center.</p>
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Goal:	<p>To create and develop the finest arts facility in the state and region.</p> <p>To be an artistic center for traditional mountain culture and arts.</p>
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
<p>Chip Williamson, Chairman</p> <p>Blowing Rock Community Arts Center Foundation</p> <p>Jeff Clark, Executive Director</p>	\$8.2 million	<p>1 year from now</p> <p>Planned opening is late spring of 2006</p>

Action Items:	Resources Required:	Who's Responsible:
Development, and Construction	\$8.2 million	

Performance Measures:	<p>Current evaluation methods are seeing the building construction develop on a daily basis and measuring funds received versus funds needed to complete the project</p> <p>Other evaluation methods will be developed as the project</p>
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	moves forward to completion and operations.
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Status:	In progress. Expected completion date is late Spring of 2006. Fundraising is continuing in order to place the Center in the best financial position possible upon opening.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Public Art
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Project Narrative:	Communities throughout the nation are realizing that art can be effectively used to enhance the appearance of new and renovated buildings. Local governments who are constructing buildings can set an example by incorporating art into the plans, both interior and exterior. Compliance by private developers can be achieved with voluntary cooperation by the developers, or through recommended community design standards. It would be appropriate for the art to be reflective of the mountain history and culture. Public art could be particularly appropriate within the Towns of Boone and Blowing Rock.
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Goal:	To have local governments incorporate public art into the design of public building projects and to request the same of private development.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Watauga County Arts Council	Negligible	2 years

Action Items:	Resources Required:	Who's Responsible:
Develop proposal which encompasses recommended design elements for indoor and outdoor art		Cherry Johnson
Submit proposal to local governments		Cherry Johnson
Proposal reviewed, adapted and adopted		Local governments

Performance Measures:	Public art begins to appear as part of new and renovation building projects.
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Status:	Conceptual stage
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

<b>Initiative Title:</b>	Development of Agri-Tourism Opportunities
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<b>Project Narrative:</b>	<p>Agri-tourism will increasingly continue to be a force for tourism opportunities in the High Country. As land values continue to rise, and the demand for locally produced products and crops such as tobacco continue to decrease, finding ways to keep income on the farm will be more of a challenge each year. For some High Country farmers, developing agri-tourism opportunities as a sideline, or main business, may be a very solid option. Much of the area's tourism grew out of selling products made on the farm. As the population of the United States and other countries becomes less and less rural, there is a growing interest in knowing more about farm life and food production.</p> <p>Key to the future development of agri-tourism opportunities in the High Country may well lie in the development of a “dude-ranch” type of experience. However, instead of focusing on the western model, this experience would involve the tourist in the day-to-day operation of a typical mountain farm. Every day would probably bring different tasks, and therefore each guest will have a different experience depending on the season of the year. This is a relatively new idea that has its roots in the European hostel model of travel. The guests pay for the privilege of staying in the country and also get to share in the “real-farm” experience. Many farm kids’ memories are of the times when their city cousins visited and enjoyed participating in the daily chores that they considered mundane and tiresome.</p> <p>To develop this agri-tourism opportunity will require identification of the farmers who are willing to try this avenue. It also will require getting the insurance industry in North Carolina to adequately write liability coverage for the farm owner who develops this type of “experience-based” business.</p>
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<b>Goal:</b>	To explore the opportunity of developing “dude farm” experiences as a means to increase agri-tourism in the region, and as a means of increasing on-farm income so that rural farmlands can be preserved.
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<b>Person/Organization Responsible:</b>	<b>Cost to Implement:</b>	<b>Estimated Time to Complete:</b>
NC Cooperative Extension, and other interested parties	\$100,000	Ongoing

<b>Action Items:</b>	<b>Resources Required:</b>	<b>Who’s Responsible:</b>
Take inventory of farms already doing agricultural tourism or those that may have possibilities of pursuing this avenue		Local Agricultural Offices including NCCES, NRCS, FSA, and NCDA
Pursue grants to aid farmers in beginning agricultural tourism		
Market research to discover the most likely “consumed” farm experience and the expectations of the agri-tourist		

Provide enough educational resources (tours, events, seminars, how-to pamphlets) to adequately equip the farmers to handle their new “markets”		
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Performance Measures:	Growth in the number of farms and farmers participating in this enterprise and growth in the number of farms sustained by utilizing this avenue.
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Status:	Some local farms do practice agricultural tourism in varying degrees, from choose and cut operations and pick-your-own fruits and vegetables to small museums of farm equipment amassed over the years. This project would be a new undertaking and is in the research phase.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Moses Cone Estate Education and Restoration Project
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Project Narrative:	The Moses Cone Estate Education and Restoration Project is currently being organized by a collaboration of interested local groups to provide an educational awareness of one of North Carolina's finest assets located on the Blue Ridge Parkway near Blowing Rock N. C. The Cone Manor House, which was built in 1899 by Moses Cone, "the Denim King," a prominent North Carolina textile magnate, is currently operated by the Federal Park Service as a visitor's center and home of the Parkway Craft Center, a retail outlet of the Southern Highlands Guild. The Manor House has no furnishings and is in serious need of restoration efforts. Our state and region has a story to tell here. With the resources we have already collected, we feel that we should make our region aware of the historical, cultural, and economic importance of restoration of this property.
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Goal:	Phase I: To educate the region on the historical and cultural significance of the Moses Cone Estate.  Phase II: To set up a "Friends" group to fund complete restoration of the estate.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Blowing Rock Historical Society	Phase I: \$25,000 Phase II: \$6-10,000,000	Phase I: Ongoing Phase II: 10 years

Action Items:	Resources Required:	Who's Responsible:
Establish a subcommittee to plan the initial kickoff event to be held in spring 2007		

Performance Measures:	
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Status:	The group is planning an event to be held in 2007 to build awareness of the historical and cultural significance of the estate.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

<b>Initiative Title:</b>	Blue Ridge Mountain Music Camp
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<b>Project Narrative:</b>	<p>The Blue Ridge Mountain Music Camp will provide a five-day mountain music and dance camp showcasing the old-time and bluegrass traditions that still thrive in northwest North Carolina, taught by respected artists from this region and geared toward families and budding musicians. By utilizing some of the best musicians in the BRNHA region as instructors, such as those to be included in the BRNHA Traditional Artist Directory, the camp will help keep regional music traditions alive and give the local younger generation and enthusiasts from all over a chance to learn face-to-face with these artists. In addition, four days will have a featured guest master musician or dancer, an older traditional artist who will visit individual classes and present a short afternoon performance, giving students a chance to see some living legends such as Clarence Greene, Robert Dotson, or Benton Flippen. Evening performances and dances will give an opportunity for the entire community and tourist populations to be a part of the festivities. Since the camp falls between weekends, participants will have the opportunity to explore other places and events in the region, providing a valuable resource for the local economy.</p> <p>A special rate will be offered to young musicians 18 and under who live in the BRNHA counties, which will be particularly appealing for JAM (Junior Appalachian Musicians) students in Alleghany, Ashe, and Surry counties who need an opportunity for some summer instruction at an affordable rate.</p>
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<b>Goal:</b>	Provide a traditional music camp to help keep local and regional music traditions alive in western North Carolina by giving the experts in the area a chance to teach and budding musicians an opportunity to learn, at an affordable rate in a family-friendly environment.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Mark Freed, Folklorist/Watauga Arts Council	\$26,000	8 months

Action Items:	Resources Required:	Who's Responsible:
Plan camp logistics, hire instructors and staff, advertise camp, implement and run camp, evaluate camp for future years.	\$26,000	Mark Freed, Folklorist/Watauga Arts Council

<b>Performance Measures:</b>	Implementation and evaluation of camp.
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<b>Status:</b>	Watauga Arts Council will begin the Junior Appalachian Musicians (J.A.M.) Program in October, 2006, making the eighth county to host the program. Summer programming for J.A.M. students is needed in all eight counties. Weekend workshops and other opportunities for these students have been explored, but not implemented.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Arts and Ecology Learning and Visitors Center and Incubator at the Watauga County Landfill Site
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Project Narrative:	Based on the successful model located in Yancey County, the Watauga County landfill has been targeted as a site in which to harness landfill methane gas being generated by decomposing garbage to meet local energy needs. Besides serving the Watauga County utility buildings on the landfill site, multiple uses for this energy source are under consideration and many of these are possible partners without seriously impacting the other. The site is being pursued for energy research, cold food storage, and fueling of art studios in such disciplines as pottery and glass-blowing. With careful planning, not only can these co-exist but they will actually provide for a new opportunity for community education in the form of a hands-on museum. The site is also strategically located on the newly completed 421 highway and would serve as an ideal visitors center and gateway into the community.
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Goal:	A Crafts and Research Center containing a hands-on museum for adults, children, visitors, and ASU students; artist studios, and a visitors center – all to be located at the site of the Watauga County Landfill on US 421.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Methane Task Force and Partnership	\$5 million	3 years

Action Items:	Resources Required:	Who's Responsible:
Feasibility Study	\$25,000	
Plan Development	\$25,000	
Sitework and Construction	\$750,000	
Equipment Costs	\$80,000	
Visitor Center Setup Expenses	\$20,000	
Administrator/Coordinator	\$35,000	

Performance Measures:	Usage of the hands-on museum and visitor center, successful co-existence of artist studios and energy research center, sufficient methane resources to meet the needs of all concerned, including county government buildings, for a period of 20+ years.
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Status:	A Task Force appointed by the Watauga County Commissioners has met regularly for several months to determine what uses will be appropriate and to begin actual site-planning in preparation for fundraising. The concept has now been expanded to include not just the arts and demonstration area, educational areas, and visitor center but will also include renewable energy research, a zero energy house, community greenhouses, cold storage for locally grown produce, viticulture research, solar greenhouses, bio-diesel storage, and the means to convert much of the methane gas into electric power. The task force is nearing the point where they will be making a formal presentation to the Watauga County Commissioners before funding
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	can be seriously pursued.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

<b>Initiative Title:</b>	Watauga County Performance Center
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<b>Project Narrative:</b>	<p>Watauga County is blessed to have Appalachian State University within its borders. Facilities at the university serve the needs of the university population and when not in use, are also available for community use. On the campus, there are four primary performance spaces: Farthing Auditorium (seating 1700), Rosen Concert Hall (seating 400), Greer Auditorium (seating 250-300), and Valborg Theatre (seating 350). The university, however, is growing rapidly and these facilities are in high demand much of the year and unavailable for community use.</p> <p>The county schools generally do not have adequate auditorium or performance space. Blowing Rock Elementary has an older auditorium space which seats approximately 300 but has very limited supporting facilities and is in use by the school for academic purposes much of the year. Watauga High School has a 300 seat auditorium which has no outside ventilation, is located within the interior of the building, and has limited backstage areas. Again, this space is in use by the school much of the year.</p> <p>The Blowing Rock Community Arts Center is under construction and is a state-of-the-art facility. Its 350-seat facility will become the primary home of the Blowing Rock Stage Company and, due to its many amenities, will be in high demand by other groups within the community. However, it is located on the far side of the county. To access this facility from the western or far eastern sides of the county requires as much as an hour of travel.</p> <p>The Blue Ridge Community Theatre, which has been in existence for more than 20 years, has many times found it necessary to carry its productions into neighboring Avery County in order to locate performance space. The costs of holding such productions on the ASU campus (particularly in Farthing Auditorium where an audience of 500 can seem lost among the 1700 seats) can be prohibitive even if such space is available. Other local endeavors, such as MountainHome Music, migrate around the county in search of performance space.</p> <p>Watauga County needs a 500-800 seat facility which is community-owned, community-focused, and centrally located to all residents of the county. The major highways which serve the county all intersect in the Boone area, and so it seems that this facility may need to be located in Boone, despite the higher costs of real estate.</p>
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<b>Goal:</b>	To construct a 500-800 seat community-owned and operated performance facility centrally located within Watauga County.
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<b>Person/Organization Responsible:</b>	<b>Cost to Implement:</b>	<b>Estimated Time to Complete:</b>
Cherry Johnson	\$12.1 million	6-10 years

<b>Action Items:</b>	<b>Resources Required:</b>	<b>Who's Responsible:</b>
Feasibility Study	\$50,000	
Land Acquisition	\$2 million	
Development and Construction	\$10 million	

Performance Measures:	Evaluation will be based on community usage of facility.
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Status:	<p>*Proposal</p> <p>*Plans are underway to build a new high school with an 800-seat auditorium.</p> <p>This may possibly satisfy this need.</p>
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

<b>Initiative Title:</b>	Satellite Discipline-Specific ArtSpaces
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<b>Project Narrative:</b>	<p>The Blue Ridge ArtSpace is a wonderful addition to the Watauga County community and contains 3,500 square feet of artist studio spaces. However, these areas are very limited in the scope of the kinds of artists which can work in the current downtown location. The downtown site also houses a retail shop, classrooms, and gallery space, but many arts disciplines do not fit within the building's natural constraints. A total of seven arts centers – each featuring a single discipline and containing creative space, public space, and educational space – is proposed. Wherever possible, existing spaces within the community will be utilized or retrofitted for new purposes.</p> <p>By utilizing existing spaces in varied areas of the community, renovating some, and creating new spaces only when no other spaces are available, the result will be a series of discipline-specific centers scattered around the county.</p> <p>In the western portion of the county, a fibers and weaving center is planned to be located in or near the existing old Cove Creek School. A location in Todd will become a center for storytelling. In the Foscoe Community, a traditional music center will contain performance and rehearsal spaces as well as spaces for traditional instrument construction. In Blowing Rock, the soon-to-be constructed Community Arts Center will become the focal point for theatre arts. Potters and glass-blowers will locate in the eastern portion of the county – most likely in the proposed “landfill gas project.” Within the downtown area, a contemporary arts studio will provide space for jewelers, sculptors, and varied contemporary artists. Other locations are being investigated for other arts disciplines.</p>
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<b>Goal:</b>	To establish a discipline specific art center in each general area of the county that would partner with the Blue Ridge ArtSpace.
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<b>Person/Organization Responsible:</b>	<b>Cost to Implement:</b>	<b>Estimated Time to Complete:</b>
Watauga County Arts Council	\$3.5 million	6-10 years

Action Items:	Resources Required:	Who's Responsible:
Architectural and Engineering Preparatory Work for Each Site	\$10,000/site x 5 sites	
Structural Renovations for 5 sites	Avg. \$400,000/site	
Site manager for each site for first year of operation	\$25,000/site/year x 7 sites	
Overall administrator for all ArtSpace sites for the duration of the projected completion time.	\$35,000/year	
Prof. Fundraising and Grant-Writing Services	\$35,000	

<b>Performance Measures:</b>	Usage levels for all eight sites
	Strong networking and partnering between sites
	Visitation to sites by tourist.

Status:	Blue Ridge ArtSpace “hub” is currently under development.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

<b>Initiative Title:</b>	Regional Asset Mapping
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<b>Project Narrative:</b>	Watauga County recently completed a GIS project to map outdoor recreation assets in the county such as trails, waterfalls, camping areas, ridges, lakes, heritage tourism sites, etc. The map is in several layers and could be printed and/or placed on a website. A similar map exists for Avery County. Assts such as those listed do not recognize political boundaries, so it is desirable to expand this map into a regional project. It is appropriate to expand into the other counties in the Blue Ridge National Heritage Area, particularly those in the “High Country”. The completed project would be a powerful tourism marketing tool, whether printed or available online.
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<b>Goal:</b>	Produce GIS map of outdoor recreation assets covering a multi-county area.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
NC Heritage Tourism Officer working with appropriate local and state officials	\$20,000.00	18 months

Action Items:	Resources Required:	Who’s Responsible:
Determine regional interest Gather asset data Create GIS map(s) Print map(s) Make map(s) available online	Available information, GIS mapping capability	NC Heritage Tourism Officer working with appropriate local and state officials

<b>Performance Measures:</b>	Good regional interest and participation Successful data gathering Creation of map(s) Printing of map(s) Map(s) available online
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<b>Status:</b>	Existing in pieces for some counties. Regional application is conceptual.
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## Blue Ridge National Heritage Area PRIORITY INITIATIVE WORKSHEET

Initiative Title:	Museums In Partnership
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Project Narrative or Description:	Museums In Partnership is a region-wide network affiliation of all museums that collect, preserve, interpret and exhibit some aspect of the cultural heritage of Western North Carolina. There is no cost to museums to participate. Museums must be non-profit and open to the public on a regular basis for most of the year. Meetings are held the third Thursday of each month January through November at member museum facilities. Themed exhibits run annually between September 1 and August 31.
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Goal:	To strengthen the entire museum community in the region through education, resource sharing, and cooperative marketing.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Friends of Mountain History	\$24,000 per year	On-going

Action Items:	Resources Required:	Who's Responsible:
1. Production and Distribution of Western North Carolina Museum Guides.	Funding for printing.	Kaye Myers, Friends of Mountain History Board.
2. Organization of monthly meetings and dissemination of information.	Volunteers.	Jill Jones, Jan Wyatt, Tammy Walsh.
3. Presentation of two educational resource programs each year.	Funding for speakers, etc.	Kaye Myers, Friends of Mountain History Board.
4. Organization and execution of annual themed exhibits program.	Funding for banners, printing.	Kaye Myers, Friends of Mountain History Board.

Performance Measures:	Increase in number of participating museums, increase in visitorship to museums throughout the region, greater media coverage of themed exhibits and related special events, specific improvements to museum facilities, collections and exhibits.
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Status:	Museums In Partnership was organized in 2005, and the above action items are all in place as an on-going program of Friends of Mountain History.
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**Blue Ridge National Heritage Area  
PRIORITY INITIATIVE WORKSHEET**

Initiative Title:	Feasibility Study for Blue Ridge Wine & Culinary Institute at Blowing Rock <b>*NEW*</b>
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Project Narrative:	The purpose of the Wine & Culinary Institute is to introduce the public to the history, culture and ecology of wine and food production in North Carolina. The Institute would represent the interests of not only Blowing Rock and Watauga County, but the larger region including Wilkes, Yadkin, Surry and other Western wine producing areas, and Western North Carolina culinary traditions and future. Before embarking on such a large project, our organization will commission a feasibility study to explore the idea thoroughly, while gaining valuable input from our community's citizens, businesses and leaders.
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Goal:	To produce a Feasibly Study that would explore the possibility of the Blue Ridge Wine & Culinary Institute at Blowing Rock.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Charles Hardin, Executive Director Blowing Rock Chamber of Commerce	Feasibility Study: \$50,000	Six months.

Action Items:	Resources Required:	Who's Responsible:
1) Put out Request for Bids on Feasibility Study 2) Create questions/criteria for study 3) Conduct study 4) Produce study and present to community.	Funding for study. Manpower to conduct study. Some office materials and supplies.	Charles Hardin, Executive Director Blowing Rock Chamber of Commerce, in conjunction with the organization/company engaged to perform the study.

Performance Measures:	Implementation of recommendations set forth by feasibility study.
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Status:	In Development. Our Chamber has charged the Economic Development Committee to work toward goals related to the Wine and Culinary Institute at Blowing Rock. This committee is currently engaged in fundraising and development efforts.
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## Blue Ridge National Heritage Area INITIATIVE WORKSHEET

Initiative Title:	Parkway Themes and Dreams – People of the Parkway
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Project Narrative:	This is a documentary video project featuring vignettes told by different people whose lives portray the traditions of the Blue Ridge National Heritage Area. Our interviews will focus on stories about how these individuals have preserved and interpreted the region's heritage of agriculture, Cherokee heritage, crafts, music and natural heritage. This footage can be used for b-roll, promotion, tourism marketing, trade shows and be utilized throughout the area by BRNHA partners. This video will also feature an original soundtrack of music from the region. Our plan includes programming on MTN television (a local medium in Watauga and surrounding counties), submission to other broadcast media, presentations at school assemblies, service clubs and incorporated into the promotion of the 75 <sup>th</sup> Anniversary of the Blue Ridge Parkway media activities.
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Goal:	To educate and entertain the public about the rich history and heritage of the people of the BRNHA.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Karin Moss, High Country Host	\$70,000	Six months

Action Items:	Resources Required:	Who's Responsible:
<ul style="list-style-type: none"> <li>Have secured initial funding and sponsorship,</li> <li>Seeking to secure emcee or on air personality – have approached Penn Dameron who responded positively</li> <li>Write script, produce soundtrack</li> <li>Secure regional stories for vignettes and begin interviewing subjects</li> </ul>	We have secured the seed money, have staff resources valued at \$35,000 and are seeking matching funds of \$35,000	Karin Moss High Country Host and Kyle Grove, videographer

Performance Measures:	Ability to secure firsthand stories and vignettes about culture and history in communities throughout the BRNHA.
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Status:	We are already scouting sites and beginning to recruit interview subjects. Owner of MTN Television has agreed to provide initial seed money so that we can begin filming in early October.

## Ridge National Heritage Area INITIATIVE WORKSHEET

Initiative Title:	A Blue Ridge Music Trail
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Project Narrative:	This trail would link together the musical venues in Watauga, Caldwell, Avery, Wilkes, Ashe, and Alleghany Counties, as well as other areas. The primary focus would be where people can listen to bluegrass, old-time, and Appalachian music on a regular basis (must be occurring on a schedule, weekly, monthly, etc.). It would also include opportunities to participate in jam sessions or learning to play as well as annual events such as fiddlers' conventions or multi-day concert events like Merlefest. The trail would tie in to the already-established Crooked Road music trail.
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Goal:	To create a resource for individuals and groups that are interested in the musical heritage of the area with maps and listings on where they can listen and immerse themselves in the experience.
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Person/Organization Responsible:	Cost to Implement:	Estimated Time to Complete:
Multiple heritage councils in the Blue Ridge National Heritage Council area	\$2,000 - \$5,000	1 to 2 years

Action Items:	Resources Required:	Who's Responsible:
Complete inventory of venues and jam sessions		Heritage Councils
Development of themed maps/trails		Heritage Councils
Development of brochures and websites	\$1,000-\$2,000	
Promotion through web links, brochure distribution, media campaign	\$1,000-\$3,000	

Performance Measures:	<ol style="list-style-type: none"> <li>1. Building awareness of the resources in local areas</li> <li>2. Increasing attendance at events</li> <li>3. Momentum for more venues</li> <li>4. Production of collateral materials</li> </ol>
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Status:	Proposal stage.

# **Watauga County Heritage Development Inventory**

## **Natural Assets**

1. Waterfalls
  - a. Glen Burney Falls (Blowing Rock)
  - b. Dutch Creek Falls (Valle Crucis – No public access)
  - c. Glen Marie Falls (Blowing Rock)
  - d. Crab Orchard Falls (Valle Crucis)
  - e. Laurel Creek Falls, also known as Trash Can Falls (Highway 321 toward Tennessee)
  - f. Hebron Falls (Hound Ears area)
  - g. Wilson Creek
  - h. Cherokee Falls (Off Highway 421 in Zionville)
2. Water Features
  - a. Watauga River
  - b. New River
  - c. Kraut Creek (Boone Creek)
  - d. Johns River
  - e. Yadkin River
  - f. Price Lake
  - g. Mayview Lake
  - h. Bass Lake
  - i. Duck Pond at ASU
  - j. Cove Creek
  - k. Brown Mountain Beach
  - l. Lake Coffey and Beaver Lake on Beech Mountain
  - m. Sims Pond
  - n. Trout Lake
3. Land Mass Features
  - a. Elk Knob (Soon to be a State Park)
  - b. The Blowing Rock
  - c. Grandfather Mountain
  - d. The Globe
  - e. Snake Mountain
  - f. Tater Hill
  - g. Hound Ears Cliffs
  - h. The Buffalo Trail
  - i. Howards Knob
  - j. Turtle Island Preserve
  - k. Beech Mountain Bog State Natural Area
  - l. Meat Camp Environmental Studies Area
  - m. Valle Crucis Conference Center Wetland Restoration Project
  - n. Lovers' Leap (Blowing Rock – may not be open to the public)
  - o. Cone Orchards
4. Hiking
  - a. Numerous hiking trails on the Blue Ridge Parkway
  - b. Greenway Trail in Boone

- c. Potential Greenway between Boone and Blowing Rock
- d. Glen Burney Trail
- e. Lonesome Pine Trail (Blowing Rock – overgrown and on private property)
- f. Trails on Grandfather Mountain
- g. Potential trail on the old Tweetsie Railroad roadbed

5. Minerals and Other

- a. Gold in Howards Creek, on Roby Green Road, and Grandfather Mountain
- b. Silver below Elk Knob
- c. Hang Gliding on Tater Hill
- d. Daniel Boone Native Gardens

**Cultural Assets**

1. Shops, Studios, and Galleries

- a. Alta Vista Gallery – Valle Crucis
- b. Ancient Wisdom – Boone
- c. Antonaccio Fine Art and Foscoe Frame Shop – Banner Elk/Foscoe
- d. Art Cellar Gallery – Valle Crucis
- e. Bob Timberlake Gallery – Blowing Rock
- f. Blue Ridge ArtSpace – Boone
- g. Carlton Gallery – Foscoe
- h. Catherine Smith Gallery – Boone
- i. Doe Ridge Pottery – Boone
- j. Hands Gallery - Boone
- k. J & S Beaumont Pottery – Boone
- l. Main Street Gallery – Blowing Rock
- m. Mark Read Studio – Valle Crucis
- n. Miters Touch – Foscoe
- o. Moonstone Glass – Boone
- p. Morning Star Gallery – Blowing Rock
- q. Parkway Craft Center
- r. Rock Gallery of Fine Art – Blowing Rock
- s. Sheer Bliss/Little Bear Rock Shop – Valle Crucis
- t. Starwood Gallery – Blowing Rock
- u. Turchin Center for the Visual Arts – Boone
- v. Traditions Pottery – Boone and Blowing Rock
- w. Wildwoods Gallery – Foscoe
- x. Winterfire Craft Gallery – Blowing Rock
- y. Studio W – Hound Ears
- z. Art Walk – Boone
- aa. Blowing Rock Frameworks and Gallery – Blowing Rock
- bb. Iago – Blowing Rock
- cc. Morris Street Gallery – Blowing Rock
- dd. Upstairs Gallery – Blowing Rock

2. Theatre and Performances

- a. Blowing Rock Jazz Society
- b. Blowing Rock Stage Company
- c. Blue Ridge Community Theatre
- d. Friday Night Country Jam Sessions
- e. Horn in the West

- f. Living Traditions Series
- g. Mountain Music Jammin’
- h. Mountainhome Music
- i. North Carolina Symphony Annual Outdoor Concert
- j. Performing Arts Series
- k. Summer Concert on the Lawn Series
- l. Summer Storytelling
- m. Visiting Writers Series
- n. Music at the Valle Crucis Park
- o. Bluegrass and Crafters at the Mast General Store

### 3. Festivals and Exhibitions

- a. An Appalachian Summer Festival
- b. Annual Artist Exhibition and Auction
- c. Annual Heritage Day and Wood Kiln Opening
- d. Annual Jack Tales Festival and Benefit
- e. Annual Sugar Grove MusicFest
- f. Annual Todd New River Festival
- g. Art in the Park
- h. ArtSpace Street Festival
- i. Blue Ridge Celtic Festival
- j. Boone Bluegrass Festival
- k. Boone StreetFest
- l. Cove Creek Farm Heritage Days
- m. Historic Blair Farm Summer Events
- n. Old-Fashioned Christmas
- o. SummerMusic: Annual Chamber Music Festival
- p. Trade Days
- q. Valle Country Fair
- r. Bethel Heritage Days
- s. Apple Festival at Hickory Ridge Homestead
- t. Old Christmas Celebration at Hickory Ridge Homestead
- u. Blowing Rock Horse Show
- v. Blue Ridge Wine Festival
- w. Mitford Days in Blowing Rock

### 4. Museums

- a. Appalachian Cultural Museum
- b. Blowing Rock Art and History Museum
- c. Doc and Merle Watson Folk Art Museum
- d. Hickory Ridge Homestead Living History Museum
- e. Tweetsie Railroad Museum
- f. Appalachian Heritage Museum
- g. Blowing Rock Pictorial History Museum

### 5. Facilities, Organizations, Workshops, and Classes

- a. Art Mart
- b. Artware
- c. Blowing Rock Community Arts Center
- d. Blue Ridge ArtSpace
- e. Carlton Gallery

- f. Cheap Joe's Art Stuff
  - g. Doe Ridge Pottery
  - h. Elkland School Art Center
  - i. Jones House Community Center
  - j. The Children's Playhouse
  - k. Turchin Center for the Visual Arts
  - l. Watauga County Arts Council
6. Agricultural
- a. Grandfather Mountain Orchards
  - b. Moretz Orchards
  - c. Choose and Cut Tree Farms
  - d. Maverick Farms – Organic
  - e. Appalachian State University Sustainable Agricultural Farm
  - f. Tim Wilson's Agricultural Demonstration (in planning stages)
  - g. Gary Brown's Agricultural History Museum
  - h. Coffey-Moretz Orchard (Ridge Road)
  - i. Watauga County Farmers' Market and other planned farm stands to open
  - j. Bob Cole and Franklin Cole Honey

### **Historical Assets**

1. Daniel Boone
  - a. Daniel Boone Trail
    - i. Hampton Rich Marker, Western Watauga Community Center, Sugar Grove
    - ii. Hampton Rich Marker, Blowing Rock, Blue Ridge Motel
    - iii. Hampton Rich Marker, now in possession of Boone Historical Society
    - iv. DAR Marker at County Courthouse
  - b. Boone's Trace on Blue Ridge Parkway
  - c. Three Forks Baptist Church
  - d. Daniel Boone Historic Marker, now in possession of Boone Historical Society
2. Pioneer/Native Americans
  - a. Rock Shelter Sites, Valle Crucis (studied by ASU Department of Anthropology)
  - b. Ward Site (studied by ASU Department of Anthropology)
  - c. Hickory Ridge Homestead
  - d. Numerous places across the county where Native American Relics have been discovered in preparation for planting, etc.
3. Civil War
  - a. Camp Mast in Cove Creek, behind Harve Deal House (WT 412)
  - b. Mustering Grounds – either where the old Farthing Farm was in Boone or near where present day Public Works for Boone
  - c. Baird House in Valle Crucis – visit from Union Troops possibly looking for their still
  - d. Stoneman's Raid
4. Revolutionary War
  - a. Howard's Knob is rumored to be a hide out for Tory sympathizer Benjamin Howard

5. WPA

- a. Post Office in Boone, 1938 (WT 49) and mural inside
- b. Watauga County Library and Offices Building (now courthouse annex), 1938, (WT 603)
- c. Smith-Wright Hall, ASU
- d. Elementary Schools and High Schools in the county
- e. Blue Ridge Parkway
- f. Founders Hall, Dauphin Disco Dougherty Library, Chappell Wilson Hall

6. Historic Barns

- a. Clyde Reece House and Barn, 1888 – SR1225
- b. Raleigh Dean Wilson Barn, c. 1850 – SR1221
- c. Roby Wilson Barn, c. 1880, SR1224
- d. Thomas Critcher Barn (WT 280)
- e. Frank and Wilma Baird Barn Complex, 19<sup>th</sup> century (WT 319) – Valle Crucis
- f. Mast Farm Complex, 19<sup>th</sup> Century (WT 2), Valle Crucis
- g. Bradley Farm (WT 446)
- h. Joe Harmon Farm (WT 370)
- i. Oscar Ward House and Farm (WT 393)
- j. A. L. Greene Farm (WT 465)
- k. W. H. Mast Farm (WT 402), Sugar Grove
- l. Ben Farthing Farm (WT 16), Rominger Road, Sugar Grove
- m. Ben Ward Farm and Sawmill, Watauga River Road, Sugar Grove

7. Mills

- a. Bethel Cheese Factory, 1915
- b. Beaver Dam Cheese Factory, c. 1915
- c. Junior Warren House, c. 1890, originally built as a steam powered sawmill
- d. Winebarger Mill, 1873
- e. Old power plant ruins on Greenway Trail
- f. Windmill site on Howard's Knob
- g. Sugar Grove Mill (WT 406)
- h. Coble Cheese Factory in Cove Creek
- i. Fin Shore's Mill, Payne Branch, stone remnants

8. Log Cabins

- a. Eliah Thompson Cabin, c. 1860, off SR 1207 on Farm Road in Bethel
- b. Alexander Wilson House, c. 1860, SR 1225, Reece
- c. Wilkinson Cabin, c. 1760, Zionville
- d. Tatum Cabin, c. 1785, now located at Hickory Ridge Homestead
- e. Ezekiel and Susanna Baird House, Banks of Watauga River, Valle Crucis, I-House incorporating original log cabin
- f. David Mast House, Mast Farm, c. 1812, Valle Crucis
- g. Presnell-Hicks Log House, Beech Mountain, Laurel Creek
- h. Gragg House
- i. Mag and Mary Harbin Cabin
- j. Hodges-Walls Log House, Valle Crucis (WT 347)
- k. Skiles Cabin, c. 1842, Valle Crucis

9. Historic Districts

- a. Valle Crucis
- b. Cove Creek (proposed)



- c. Green Hill (Blowing Rock)
- d. Todd

#### 10. Sports

- a. Ward Baseball Field – built to the dimensions of Cleveland Stadium
- b. Baseball field on Tater Hill – built to the dimensions of Yankee Stadium
- c. Croquet in Sugar Grove
- d. Mayview Gun and Rod Club, 1917, Blowing Rock
- e. Lloyd M. Tate Memorial Horse Show Grounds, 1923, Blowing Rock
- f. Yonahlossee Log Stable, c. 1930, below current resort
- g. Blowing Rock Golf Course, 9 holes constructed in 1915, redesigned to 18 holes by Donald Ross in 1922

#### 11. General Stores

- a. Mast General Store
- b. Todd General Store
- c. Grandfather General Store
- d. Valle Crucis Supply Company
- e. Shull's Mill General Store
- f. Ward's Store
- g. Former Mabel Store and Post Office
- h. Matney General Store
- i. Payne-Mast Store (A. C. Mast Store)
- j. Newt Mast Store (James Mast Store) in Mast
- k. Hagaman General Store, Beaver Dam

#### 12. Churches

- a. St. John the Baptist of the Lower Watauga
- b. Three Forks Baptist
- c. Cove Creek Baptist
- d. Henson's Chapel Methodist
- e. St. Mary's of the Hills Episcopal
- f. Mt. Bethel Reformed Church
- g. Rumple Memorial Presbyterian Church
- h. Blowing Rock Methodist Church
- i. Meat Camp Baptist church
- j. St. Matthews Episcopal Church

#### 13. Lodging, Homes, and Miscellaneous

- a. Green Park Inn
- b. Mast Farm Inn
- c. Inn at the Taylor House
- d. Chetola
- e. Lovill House Inn
- f. Flat Top Manor (Moses Cone Manor House and grounds)
- g. Elliot Daingerfield House
- h. Tweetsie Depot in Boone and Old No. 12 Locomotive (last remaining engine from the E.T. & W.N.C Railroad)
- i. Watauga County Jail (Boone)
- j. Numerous Victorian Era homes throughout the county

## **Infrastructure Assets**

1. Three Tax Supported TDAs or Chambers – Beech, Blowing Rock, Boone
2. Lodging – Boone – 1,200 rooms and 750 cabins, Blowing Rock – 525 rooms
3. Welcome Center – High Country Host
4. Major Roads – Highways 421, 321, 221, and 105
6. Blue Ridge Parkway
7. Parks
  - a. Horn in the West
  - b. Daniel Boone Native Gardens
  - c. Jones House
  - d. Boone Greenway
  - e. Blowing Rock Park
  - f. Moses Cone
  - g. Julian Price Park
  - h. Valle Crucis Community Park
  - i. Howard's Knob Park
  - j. Foscoe Grandfather Community Park
  - k. Todd Park
  - l. Green Valley Park
  - m. Junaluska Park
  - n. Cove Creek Park and School
8. New River – A National Heritage River
9. Scenic By-ways
  - a. Mission Crossing
  - b. Little Parkway
  - c. New River Valley
  - d. Doc and Merle Watson
10. Airports
  - a. Boone
  - b. Hickory (nearby)
11. Appalcart – public transportation
12. Historic Districts
  - a. Valle Crucis
  - b. Cove Creek (proposed)
  - c. Todd
  - d. Green Hill
13. Hiking Trails

14. Conference Centers

- a. Broyhill Inn and Conference Center
- b. Blowing Rock Assembly Grounds
- c. Valle Crucis Conference Center
- d. Camp Broadstone

15. Attractions including

- a. Tweetsie Railroad
- b. The Blowing Rock
- c. Horn in the West
- d. Appalachian State University
- e. Grandfather Mountain
- f. Etc.

16. Campgrounds

- a. Price Park
- b. Boone KOA
- c. Grandfather Mountain
- d. Flintlock Family Campground
- e. Vanderpool Campground
- f. Honey Bear Campground

## **National Historic Register Inventory**

- Ben Farthing Farm (WT 16), Sugar Grove vic. (NR)
- Mast Farm (WT 2), Valle Crucis vic. (NR)
- Gragg House (WT 1), Blowing Rock vic. (NR)
- Tom Ward House (WT 50), Sugar Grove vic. (NR)
- Wilson-Vines House (WT 54), Bethel vic. (NR)
- Bollinger-Hartley House (WT 14, Blowing Rock (NR)
- Jones House (WT 8), Boone, (NR)
- Moses Cone House (Flat Top Manor) (WT 4), Blowing Rock vic. (NR)
- Green Park Inn (WT 7), Blowing Rock, (NR)
- Green Park Historic District (WT 29), Blowing Rock (NR)
- Vardell Family Cottages (WT 62), Blowing Rock, (NR)
- Westglow (Elliott Daingerfield House) (WT 5), Blowing Rock vic. (NR)
- Church of the Holy Cross (WT 28), Valle Crucis vic. (contributing in NR district)
- Valle Crucis Episcopal Mission (WT 18), Valle Crucis (NR)
- Cove Creek High School (WT 48), Sugar Grove vic., (NR)
- Mast General Store (WT 3), Valle Crucis vic. (NR)
- (former) Randall Memorial Building (WT 9), Blowing Rock (NR)
- U.S. Post Office (WT 49), Boone (NR)
- Todd Historic District, Todd (NR)
- Valle Crucis Historic District, Valle Crucis (NR)
- Tweetsie Railroad – Engine No. 12

## **National Historic Register Study List**

- Blair Farm (WT 570), Boone (SL)
- Lee Carender Farm (WT 348), Matney vic. (SL)
- A. L. Greene Farm (WT 465), Meat Camp vic. (SL)
- Walker Farm (WT 84), Sugar Grove vic. (SL)
- Dr. Filmore Bingham House (WT 72), Amantha vic. (SL)
- Prout House (WT 304), Foscoe vic. (SL)
- Dougherty House (WT 75), Blowing Rock vic. (SL)
- H. Grady Greer House (WT 500), Boone vic., (SL)
- Roby T. Greer House (WT 501), Boone vic. (SL)
- Samuel Hodges House (WT 394), Forest Grove vic. (SL)
- J.S. Miller House (WT 468), Meat Camp vic. (SL)
- Martin-Duff-Smith House (“Chestnut Knoll”), Blowing Rock (SL)
- Henson Chapel Methodist Church (WT 409), Amantha vic. (SL)
- St. John’s of Lower Watauga (WT 323), Valle Crucis vic. (SL)
- St. Mary’s of the Hills Episcopal Church (WT 17), Blowing Rock (SL)
- St. Matthews Episcopal Church (WT 482), Todd vic. (SL)
- Blowing Rock Historic District (SL)
- Payne-Mast Store (WT 399), Sugar Grove vic. (SL)
- Watauga County Bank Building (WT 590), Boone (SL)
- (former) Watauga County Jail (WT 67), Boone (SL)