

Sustainability Overview Planning
Tennessee Civil War National Heritage Area
Winter 2009-2010

2011 marks the beginning of the Civil War Sesquicentennial, the 150th anniversary of the American Civil War. This is an unprecedented opportunity to attract residents and visitors to not only the state of Tennessee, but to each National Heritage Area that has a connection to the Civil War. This includes the many states where battles were fought, as well as states and communities that raised and sent troops, manufactured vital war materials and supplies, and the regions that benefited from new settlers that set out to find a new start when the war ended and Reconstruction began.

The National Heritage Areas program is a powerful, grassroots strategy that allows both urban and rural communities to leverage federal funds with private, local, and state dollars and manpower. Eliminating federal funding significantly reduces the Tennessee Civil War National Heritage Area's ability to maximize once-in-a-lifetime opportunities for heritage tourism, educational opportunities, and economic development during the Sesquicentennial, and damages potential tourism revenue streams for the state over the next several years.

Note: The most recent study by the U.S. Cultural and Heritage Tourism Marketing Council, in conjunction with the U.S. Department of Commerce, revealed that cultural and heritage travelers spend an average of \$994 per trip and contribute more than \$192 billion annually to the U.S. Economy.

Exemplifying the National Heritage Area program's goals

NPS: Meeting management plan goals, leveraging funds, maximizing community involvement, and developing plans for sustainability

Which means:

- Continued emphasis on management plan goals
- Maximizing matching funds – focused, far-reaching projects
- Streamlining operations and costs
- Developing revenue streams outside federal appropriations

Continuing to follow Plan for Sustainability and Long-Term Success

Staff Restructuring/Streamlining

- Continued reliance on MTSU Center for Historic Preservation for leadership staffing and offices
- Utilize contractors and doctoral students for professional services delivery and projects

Developing New Revenue Streams

- Develop nominal fee structure for certain services: National Register nominations, feasibility studies, driving tours, historic structure reports, site visits
- Develop fee structure for advanced classes/certification program for National Heritage Area training sessions and educational initiatives at affiliated sites
- Sponsorship opportunities for Heritage Center – naming rights for spaces, exhibits, publications

Maximizing Funds through Reciprocal Partnerships

- Middle Tennessee State University
- Center for Historic Preservation
- Tennessee Department of Tourist Development
- Tennessee Civil War Sesquicentennial Commission
- Tennessee Historical Commission
- Tennessee Historical Society
- Tennessee State Parks
- Tennessee State Museum
- Franklin's Charge, Inc.
- National Battlefields in Tennessee
- Tennessee Preservation Trust
- Tennessee Civil War Preservation Association
- East Tennessee Historical Society
- State, local, and county governments

Cost-saving Measures

- Minimize travel and/or pass along a portion of costs to requestor
- Shift to 1 Board of Advisor meeting in fall to review proposals for next fiscal year; communicate regularly with board members through electronic communications
- Reduce student costs through expanded volunteer programs and unpaid internships
- Others to be determined

Streamline Focus: major projects rather than small pilot projects

- Major projects include:
 - Sesquicentennial – NPT documentaries, CWT
 - Glen Leven
 - Heritage Center
 - Educational symposiums – SRS, FC, others
 - Publications – Civil War guide to the National Heritage Area