

CASHIERS HISTORICAL SOCIETY STRATEGIC PLAN

(Revised 11/24/2009)

POLICY GOAL ONE: PRESERVE CHARACTER OF COMMUNITY.

The Cashiers Historical Society will respect, embrace, and nurture the valley character of the community.

RATIONALE: This Policy Goal will comply with the portion of our mission statement that directs CHS to preserve the heritage of Cashiers Valley through stewardship.

ACTION PLAN:

1. Appoint a Preservation Committee to formulate and implement a “Keep Cashiers Cashiers” plan to address this policy goal.
2. Continue our leadership roles in community organizations involved in planning, design, and environmental decisions, with emphasis on the following groups with whom we have established relationships:
 - a. The Cashiers Village Council
 - b. The Cashiers Planning Council
 - c. The Village Conservancy
 - d. The Community Foundation of WNC
 - e. The Cashiers Community Fund
 - f. Highlands-Cashiers Land Trust

POLICY GOAL TWO: EDUCATE THROUGH PROGRAMMING AND RESEARCH.

The CHS will engage the public in its mission by developing superior, creative and innovative programming, research and education targeted to the specific audiences of its constituents.

RATIONALE: Carry out the portion of the CHS mission to preserve Cashiers Valley heritage through education.

ACTION PLAN:

1. Target programming and education to the following groups:
 - a. CHS members
 - b. CHS lead donors
 - c. Year round residents
 - d. Seasonal residents
 - e. Families
 - f. Schools
 - g. Scholars: educators, historians, etc.
 - h. Heritage Tourism visitors
 - i. Affinity groups

2. Encourage joint programming with local organizations, with emphasis on those with whom CHS has established working partnerships, including the following:
 - a. The Highlands Cashiers Land Trust
 - b. Western Carolina University
 - c. Mountain Heritage Center
 - d. The Chamber Music Series
 - e. The Bascom Center for the Visual Arts
 - f. The churches of Cashiers Valley
 - g. Blue Ridge National Heritage Area initiative
 - h. Albert Carlton Community Library
 - i. Village Green

3. Initiate new relationships with local, regional and national institutions, such as:
 - a. UNC–Chapel Hill Center for the Study of the American South
 - b. American Association of State and Local Museums
 - c. Regional community historical societies
 - d. Museum of the Cherokee Indian
 - e. The Blue Ridge Mountain Heritage program

- f. Friends of Mountain History/Museums in Partnership
- g. The Center for Sustainable Tourism
- h. Preservation NC.
- i. Local summer camps / scout groups

4. Continue existing academic programs and educational efforts including:

- a. Heritage Apple Day
- b. Rambles
- c. Village Heritage Award
- d. Founders Day
- e. Front Porch Family Fun

- 5. Fully utilize the resources of the Dowden Pavilion for education, programming and community activities, such as the annual summer concert on the grounds.
- 6. Implement a comprehensive Oral History program.
- 7. Expand docent program to offer opportunities for contributions to Programs and Education.
- 8. Offer instructional opportunities to adults and children on a variety of heritage themes, such as heritage garden painting, quilting, heritage agriculture, etc.
- 9. Partner with local schools to supplement their existing history curricula.
- 10. Expand interpretation of the Zachary-Tolbert House Museum and Grounds
- 11. Expand www.cashiershistoricalsociety.org to provide the “go-to” source for web-based information and education. Erect a public sign “cashiershistoricalsociety.org”.
- 12. Expand *Valley Insights* series, to publish 1-2 new brochures annually, with 2010 focus on:
 - National Register Properties
 - Village Heritage Award Properties
- 13. Incorporate a modest gift shop into the Zachary-Tolbert House "new room" as volunteer management support identified, for the purpose of expanding awareness for the Zachary-Tolbert Historic Site, for education, and as a source of revenue.
- 14. Investigate the feasibility and implement if recommended a “Southern Mountain Cultural Studies” program.

POLICY GOAL THREE: PRESERVE THE ZACHARY -TOLBERT HISTORIC SITE: THE HOUSE, THE KITCHEN DEPENDENCY, THE FURNITURE COLLECTION AND ARCHIVES, AND THE HISTORIC LANDSCAPE.

RATIONALE: Careful stewardship of our main historical landmark is central to the goals of the CHS, and is our top resource for community interaction.

ACTION PLAN:

1. Preserve and maintain the preservation of the Zachary Tolbert House Museum site, in accordance with the National Register Secretary of the Interior standards for historic properties.
2. Develop and implement an archaeological plan.
3. Continue to enhance the site to improve visitor experience.
4. Preserve the Zachary-Tolbert House collection (with special emphasis on the Plain Style Furniture Collection) through efforts such as careful monitoring, regular condition assessment, repair and maintenance, annual post season inventory, disaster preparedness.
5. Complete the digitization the CHS collection of images.
6. Maintain collection accession/de-accession/loan records.
7. Prepare recommendation for interpretation and use of Kitchen Dependency.
8. Engage professional curatorial services, as funding permits, for management and Interpretation of collection.

POLICY GOAL FOUR: SUSTAIN MEMBERSHIP AND DEVELOPMENT SUCCESS.

RATIONALE: Successful funding is the key to CHS' ability to fulfill its goals.

ACTION PLAN:

1. Continue sponsorship of annual Cashiers Designer Showhouse to provide primary operating revenue.
2. Focus on retention of existing members as well as expanding membership.
3. Continue Pinnacle Society to fund endowment and capitol needs.
4. Seek appropriate grant opportunities.
5. Build endowment fund through new strategies such as estate planning.

POLICY GOAL FIVE: EXECUTE PROFESSIONAL MARKETING AND PUBLIC RELATIONS PROGRAM.

The CHS will cultivate a recognized and respected public image as the guiding force for the preservation of the heritage and character of Cashiers Valley.

RATIONALE: The ability to engage the public in the mission of the CHS will be enhanced by an effective marketing and public relations program.

ACTION PLAN:

1. Carry forward new graphic image developed in 2009 with regard to all collateral materials, signage, publications produced.
2. Expand public relations exposure for greater reach to include expanded regional coverage in addition to local focus to date.

POLICY GOAL SIX: COMMIT TO RESPONSIBLE GOVERNANCE, FINANCE AND OPERATIONS.

RATIONALE: In order to be an effective community organization, responsible governance and prudent management of assets is essential.

ACTION PLAN:

1. Ensure financial stewardship of CHS assets and resources.
2. Maintain permanent file of all documents.
3. Review annually By Laws and policies
4. Provide highest level of professional staff possible within means to fulfill annual goals. Encourage appropriate internships to supplement permanent staff.
5. Design and implement plan to track audiences and measure results of programming.
6. Increase operational revenue from site rentals, gift shop, visitor fees, and programming.
7. Plan for effective transfer of leadership for key board positions.
8. Commit to an environmentally responsible “green” philosophy
9. The CHS may elect to give grants to other community organizations with shared goals. Grant requests must be submitted in writing providing financial information, and purpose of the grant; follow up documentation will be required.