

**Cultural Heritage Tourism Strategic Plan  
for  
Cumberland County, North Carolina**

**June 2006**

## **Thank You and Acknowledgements**

We would like to thank the following organizations for sharing their time and insight during the creation of this plan. Several themes emerged during the focus groups, the online survey process and the individual interviews. We captured these candid comments, ideas and suggestions to form the “bones” of the strategies presented here. While not every suggestion is viable and comments sometimes conflicted, we feel that the information gleaned from the community was invaluable. We are confident that you will see this information reflected in the plan as well as find the strategies realistic and effective.

We have enjoyed our brief time with the Cumberland County community. We have met so many individuals within and outside of the tourism industry who genuinely care about their home and who strive everyday to make it an ideal community for residents as well as visitors. We have learned about the history of the area as well as its cultural assets and natural resources and hope that we have played a small part in the healthy, collaborative and sustainable growth of the tourism in the region.

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NCSU Tourism Extension

82<sup>nd</sup> War Memorial Museum  
Airborne and Special Operations Museum  
Arts Council of Fayetteville/ Cumberland County  
Averasboro Battlefield  
Cape Fear Botanical Gardens  
City of Fayetteville  
Cultural Resource Management Program, Fort Bragg  
Cumberland County  
Cumberland County Business Council  
Cumberland County Extension Center  
Cumberland County Parks and Recreation  
Dogwood Festival  
Fascinate-U Museum  
Fayetteville Area Convention and Visitors Bureau  
Fayetteville Business League  
Fayetteville Museum of Art  
Fayetteville Technical Community College  
MLK Park Committee  
Museum of Cape Fear  
NC Department of Commerce  
Pope AFB  
Sandhills Family Heritage Association  
Town of Spring Lake

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## Introduction

Cumberland County is rich in cultural, natural, and historic resources. The county is home to people of diverse ethnicities and cultures and is steeped in American history. Among the county's most notable resources are the Cape Fear River, Ft. Bragg, the Airborne and Special Operations Museum, and the Fayetteville Market House.

As with many communities in North Carolina, Cumberland County has undergone tremendous changes in the last decade. For communities to thrive they must adapt and reorganize through these changes. Community development and the resulting tourism development efforts should initiate, give direction to, and sustain community action. The Fayetteville Area Convention and Visitors Bureau (FACVB) has led much of the tourism efforts in the county, working with a variety of tourism professionals, government leaders, community leaders, and active citizens. The efforts of the FACVB have resulted in the identification and development of tourist attractions and events and overall marketing initiatives, brand development, and promotional techniques.

The FACVB established the Cultural Heritage Tourism Advisory Council (CHTAC) to identify and create an inventory of cultural and historic assets in Cumberland County. Through the work of approximately fifty organizations in the county this initial goal was met therefore the council was dissolved in early 2006. The work included in this plan builds on the findings of the council and provides strategies, which a newly formed council can work towards. Recommendations for a future CHTAC with long-term goals can be found in a subsequent section of this document. The FACVB hired North Carolina State University Tourism Extension to develop a strategic plan for the future of the FACVB's Cultural Heritage Tourism program. Extension is an objective outreach arm of the state's two land grant universities, whose mission is to provide unbiased research collection and data and to facilitate discussions and partnerships between constituents. NCSU Tourism Extension was already working with the FACVB on a comprehensive visitor study conducted over an 18 month period.

Though cultural heritage tourism has strong roots, the realization that this segment of the tourism industry is marketable is relatively new. The purpose of this document is to guide the FACVB and its cultural heritage program for the next five years. This Cultural Heritage Tourism Strategic Plan will present the following subjects.

- Strategies for community buy-in
- Suggestions for tourism product development and management
- Marketing tactics
- Partnership development
- Funding sources
- Evaluation methods
- Recommended staff allocation
- Recommended Structure for the future CHTAC
- Research on heritage tourism and the cultural heritage tourist (Appendix A)
- Direct feedback from community leaders (Appendix C, D, E, & F)
- Direct feedback from the citizens of Cumberland County visitors (Appendix I)

- Summary of previous study results on Fayetteville's image (Appendix H)

With the recent branding development, the continual addition of tourism products, and increasingly vocal citizens and community leaders, the FACVB will benefit from a strategic plan. Outcomes of the plan will impact the entire county as well as community leaders and citizens.

## Methods

Data collection relied on multiple sources including:

### Interviews and Individual Input

One-on-one interviews (4) of public officials and community leaders  
3 focus groups of invited participants from the previous CHT Advisory Council  
Follow up online survey of focus group participants  
FACVB staff interviews

### Primary Research

Preliminary results from the 2005-6 Fayetteville Area Visitor Study

### Marketing Materials from CVB and from Community

FACVB Freedom Flyer online newsletter  
Fayetteville Area Visitors Guide  
North Carolina History Project  
The Republik Fayetteville branding documents  
FACVB Marketing Plan  
“Improving the Image of the Greater Fayetteville Area” document  
PrimeLife Magazine  
Fayetteville Dining Guide  
The Fayetteville Observer Weekender  
Up & Coming Weekly  
Dogwood Trail  
Arts Council brochures  
Best of Fayetteville Pocket Guide  
Cape Fear Regional Theatre  
North Carolina Civil War Trails pamphlet  
Other community newsletters and guides

### Review of External/ Secondary Research

Competitive analysis results  
Review of national tourism trends from the Travel Industry Association of America  
2005 NC Main Street Conference proceedings/ materials

In addition, site visits to area attractions and events served to round out knowledge of the area’s product.

## Community Buy-In

Community buy-in refers to the shared visions and goals that are collaboratively shared by individuals and community organizations. Citizen participation and education are key to achieving community buy-in as well as a by-product of buy-in. This section presents considerations and strategies for encouraging citizen participation and establishing community buy-in.

In this and subsequent sections we have provided strategies for development. In Appendices I, J and K these strategies are further detailed with information on supporting data, impact potential, effort level to achieve, audience, responsible parties, prioritization as well as a timeline for development. Supporting data refers to the resources used to develop the strategy. Impact potential is a projected level of impact that can be felt in the county as a result of the development. Effort level refers to the cumulative energy expended whether that be in energy, time, people, money, or resources. It is our estimation that most of the projects that require a high level of effort will also have a high impact on the county. Audience refers to the group of residents that will most likely feel the effects or benefits of the specific strategy while responsible party refers to the entities that will best advocate for development. In regards to priority level, these are our recommendations for priority ranking. The future CHTAC should discuss and determine their priorities for each year.

### Encouragement of Citizen Participation

It is critical for the FACVB to develop mechanisms for citizen participation, particularly for underrepresented citizens, such as minorities, seniors, youth, and low-income groups. When citizens participate in change, they are more supportive of and committed to their community. A plan of action for encouraging citizen participation follows.

- Create monthly “community lunches” in which the business community is invited downtown for lunch at a low set price. The lunches would provide an opportunity to mingle, discuss business, and socialize.
- Begin monthly “after hours” receptions for tourism stakeholders.
- Increase participation by having one-on-one “coffee dates” with organizational leaders throughout the county, particularly small and rural organizations that feel “out of the loop.”
- Create a list of community-minded organizations such as churches, service and youth groups, and committees who plan and implement community development efforts. Meet regularly with these groups by dividing the list between the FACVB staff. These meetings will allow these organizations to feel included in the cultural heritage program and in turn provide feedback and support to the FACVB.
- Develop youth “study circles”. Study circles, often found in schools, invite youths to voice their opinions and concerns about a variety of issues. The youth can be asked to speak about their heritage and attractions and events that they would participate in, volunteer at or visit. This will also unite community professionals, the FACVB, and

youth. More information about this can be found on this subject at [www.studycircles.org](http://www.studycircles.org).

- Interact regularly with Tom Lloyd, the director of the Cumberland County Planning and Inspections Department, and the planners under the departments of Transportation Planning, Land Use Codes, Comprehensive Planning, and GIS.
- Periodically conduct short online surveys of CHT community leaders using [surveymonkey.com](http://surveymonkey.com). Results of the survey should be shared with the leaders. Many people we spoke said they would like to know what comes of their participation in community discussions regarding tourism.
- Develop feedback campaigns for community leaders and citizens. This will include providing visitor survey results, committee discussions, and focus groups.
- Collect oral histories and provide creative mechanisms for Cumberland County residents and leaders to document and share their personal histories. The collected stories can then contribute to an oral histories folk life program as well as outstanding interpretation programs for the county's tourism products.

### **Education on Community Planning and Growth**

One of the biggest issues facing Cumberland County is the lack of community cohesiveness and pride. Multi-level community buy-in would involve getting the general public involved and aware of tourism, increasing pride and support of the county, and bringing stakeholders together and encouraging them to work inside and outside the county. One of the most important methods for promoting buy-in is through educating citizens.

Invite speakers from community development field, such as NC Main Street program and NC Smart Growth Alliance to annual meetings or create special meetings to specifically cover development and tourism topics. Make sure to include a broad range of citizens in the invitation. Promote the events through faith-based organizations, Extension's communication channels as well as local trade associations and special interest groups. Other community development organizations that can provide speakers and other education tools are:

- Walkable Communities, Inc. ([www.walkablecommunities.org](http://www.walkablecommunities.org))
- Smart Growth America ([www.smartgrowthamerica.org](http://www.smartgrowthamerica.org))
- Smart Growth ([www.smartgrowth.org](http://www.smartgrowth.org))
- UNC School of Government (<http://www.iog.unc.edu/>)
- NC Association of Planners/ NCPLAN listserv (<http://www.nc-apa.org/>)

This will not only educate citizens, but by seeing and hearing what other communities have accomplished, Cumberland County residents will also get excited about change and development possibilities.

### **Community Projects**

Concrete, hands-on projects will enhance the community's appearance and self-esteem, as well as create buy-in and foster CVB-community relations.

Continue to highlight and celebrate all of the new developments (i.e., trail openings, parks, new events and museums). The new developments are exciting and with each change or addition the community will start to see the county differently and in turn begin to share the FACVB's vision.

- Join with the city and county government to develop a volunteer initiative that encourages citizen's to contribute to their community. Develop a series of initiatives in which citizens can participate, such as trash pick-up along the river and new trails, weekend beautification projects, gardening and plantings. Make these projects short-term and rotate them among neighborhoods. Citizens are often more willing to participate in projects that have an ending date. Also, in the recruiting campaign tell volunteers exactly what they will be doing and what the end result will be of that day. This program would encourage a side-by-side working relationship between CVB staff and citizens and a chance to network on an informal level. The CVB could print T-shirts for volunteers to commemorate the project, which will also provide lasting marketing for the CVB's community efforts.

### **Volunteerism**

The FACVB needs a strong volunteer base. If managed effectively, volunteers are a valuable resource to organizations. Because of the diverse products, attractions, and events available in the county, volunteers have the opportunity to work on projects that interest them. The following suggestions are based in part on information given at the 2006 NC Main Street Conference.

Programs need to be designed to encourage volunteers and to make the best use of volunteers. A strong program provides volunteers with:

- training,
- education,
- information,
- motivation,
- a feeling that they are special
- supervision, and
- recognition.

Having an application process legitimizes the position and gives organizations a chance to ask potential volunteers about special skills or interests in volunteering. The FACVB volunteer program should include processes for interview, orientation, and evaluation. Additionally, if not already in place, create a database of volunteers and keep it updated.

Recruiting volunteers can be challenging. Organizations often fall victim to relying on the same set of volunteers, which can cause a feeling of burn out. The following resources can help to recruit new volunteers.

- Part of the membership
- Media- radio/newspapers
- Other Organizations
- For profit partners
- Other non-profits
- Websites such as [www.volunteermatch.org](http://www.volunteermatch.org) and [www.idealists.org](http://www.idealists.org)

Through citizen education and encouraging citizen participation, community buy-in is more achievable for Cumberland County. A strong volunteer base and media support can also add to potential buy-in. Personal interview and focus group participants emphasized that the key to moving forward in the Cumberland County Cultural Heritage Tourism program was creating community buy-in. Specific interview and focus group participant responses regarding community buy-in and other cultural tourism issues can be found in Appendices C, D, E, & F.

### **Internal Familiarization Tours**

It is common for citizens to be unfamiliar with their own community resources. Surprisingly, this can include the elected officials, city/county administration and the tourism industry leaders themselves. Internal FAM tours are well worth the cost and effort put into planning. They pay off with a more knowledgeable citizens, a better community self-image and pride, increased buy-in to the tourism industry, positive PR for the CVB, and better cross-marketing efforts.

- Create at least one Familiarization (FAM) tour of Cumberland County for cultural heritage community leaders and county officials. Many community leaders are not aware of the various assets in the county. These tours should be held annually.
- Create a FAM tour for city and county government officials. Although the impact of tourism is beginning to be seen, some government officials still don't understand the many dimensions of tourism and the county's assets.

### **Internal Marketing**

Having a good working relationship with the various media outlets in Cumberland County and the surrounding region can be improved. The media is a resource already used by the FACVB and relationships with many media outlets are strong, but the following suggestions are worth mentioning.

- Maintain a strong a relationship with media professionals. Meet with them in person to let them know the CVB is committed to being community-minded. Consider various story slants - for instance a trail opening or a convention coming to town could either be pitched as a feature or a story about economic development. Distribute releases to non-media sources as well, such as welcome centers, chambers, and state tourism/ arts-related offices, commodity groups, faith-based flyers and association newsletters.

### **Patriotic Branding Campaign**

According to interview and focus group participants, the new patriotic branding campaign has created a sense of confusion and dissatisfaction. In talking with the industry leaders, the new patriotic brand is a cause of concern. We applaud the efforts of The Republik and the campaign. The process of developing the brand was solid and the brand itself is on target. The process addresses target audiences and also took the values, descriptors, and positioning of Fayetteville and Cumberland County into account (a detailed account from the patriotic branding process can be found in Appendix B).

Additionally, the brand was tested among public relations peers. It was well received at two national conferences on brand acceptance. At the Charleston Ad Club a comment was made that Fayetteville has a better position than Charleston. The brand positioning is: As America's hometown, Greater Fayetteville restores, revitalizes and reaffirms my pride in the U.S.A. At a brand position seminar by Destination Marketing Association other organizations were also intrigued by the brand. They believed the message was powerful and had the ability to encompass all that America is great for.

While the concept is solid, the roll out to community and industry leaders wasn't effective. Created in part by misunderstanding of the brand concept and in part by the speed with which the brand was announced and adopted, the CHT leaders and the community at large has not accepted or internalized the brand. At this juncture, the FACVB should listen to feedback of community leaders specific to the campaign.

In addition, the FACVB may need to consider the negative affiliations with the word "patriot." Though not necessarily accurate, the term conjures ideals of conservative or even "right-wing" nature. Regardless of the brand essence and the original meaning of the term "patriotic," the current-day connotation could be hurting the CVB's intentions. By adapting the campaign from patriotic to American pride there is more opportunity to get the community and community leaders behind the campaign. Ask cultural heritage leaders how their product relates to being an American and how the "patriotic" term can be used to their satisfaction.

Destinations use different brands simultaneously. This is an effective way to appeal to and communicate with a variety of audiences. The community tag line of "History, Heroes and a Hometown Feeling" has wide support among the tourism leaders. However, they are not aware that the tag line remains in place. There is a general misunderstanding that "America's Most Patriotic City/ Community" has replaced it. The following suggestions will assist in bridging the apparent communication gap, while encouraging support for the new branding campaign.

- Hold several public meetings to get feedback on CVB programs, particularly the branding. In addition to gaining insight from a variety of perspectives, it prevents later be criticized for not asking for public input.
- Get together with the cultural heritage leaders individually and speak directly to the patriotic brand. Ask the leaders to give their definition of American pride, community pride in the Fayetteville area and patriotism as it relates to their product.
- After meeting with attractions, put together an informational packet for attractions throughout the county. Include a clear definition (collected from the one-on-one meetings addressed in the previous program) and examples of what the patriotic brand means. Allow attraction leaders to individually review it before going public.

## **Product Development**

Cumberland County offers visitors a number of well-developed attractions and events. The Cultural Heritage Tourism Advisory Committee has done an excellent job of inventorying the sites, products, and events in the area (see Appendix G for full inventory). However, linking these products and further developing existing products will make them stronger assets. To that end, focus group and interview participants touched on many of the project ideas below.

### **Diversity**

The diversity found in the Fayetteville area is an impressive feature, but it is not currently reflected in the product. Diversity in destinations is typically reflected in ethnic neighborhoods, restaurants, and visual and performing arts. “America as a melting pot” is a common metaphor. Once more product is developed reflecting the melting pot of Cumberland County, it will only enhance the patriotic/ all-American brand. Diversity and American pride should be simultaneously promoted. Additionally, including diversity can be a tool to get more citizens on board with the patriotic brand campaign.

The diversity of the Fayetteville area is due to the military presence. It isn’t possible to separate diversity, military, and patriotism. The military community must be central to any diversity discussion or movement in the region. Likewise, the arts are a key tool to reflect diversity and have the opportunity to lead the community in reflecting the cultural mix of the county.

- Partner with the NC Arts Council and the Arts Council of Fayetteville/ Cumberland County to create community mural(s) reflecting the county’s diversity.
- Continue to work with the Arts Council’s International Folk Festival to develop creative quality programming reflecting and expressing the cultural values and ethnic folkways of Cumberland County residents. Tie this highlight on diversity into “what it means to be American.” Add one new or expand one element each year.
- Expand the International Folk Festival by planning weeklong activities in locations throughout the county (i.e., international plant displays at the Botanical Gardens or a West African themed presentation in Spring Lake). A permanent display or physical feature would leave a chronological footprint of the Festival’s efforts.
- Partner with the many cultural, arts and educational organizations throughout the county to create products reflecting the county’s cultural diversity as well as attract more events/ attractions to the county, such as Chuck Davis’ African American Dance Ensemble in Durham. One local source to tap is FSU’s art and music programs. Special care should be taken to learn about and offer programs that celebrate Latino, South-Pacific, and Asian culture, as well as other populations as represented in the county.
- Work with the Culinary Technology and Hotel and Restaurant Management programs at FTCC to create events that will reflect the diversity in cuisine and cooking. Encourage Small Business Center to work through military channels to involve spouses and family in possible culinary business ventures..

### **All-American / Patriotic Brand**

All cities and crossroads in the U.S. are the product of immigration, migration and an assimilation of ethnicities. Every region has a particular role in building the nation. As the U.S. continues to struggle with racial tension on the home front, immigration laws and relationships in the international community, Fayetteville – with its genealogical, industrial and natural history, the diversity of culture, and presence of the military - has a unique opportunity to discuss what it means to be an American. Examples below are meant to expand on the many interpretations and reflections of the of the patriotism brand.

- Continue to develop and highlight products reflecting what it means to be an American.
- Many rural communities are undertaking tourism development. Create an inventory what other organizations are doing in the county and begin to work on joint projects with a patriotic theme.
- Develop an annual event or community project where children and adults can speak/write/paint what it means to them to be an American. Create media interest by issuing awards and highlighting communities' hard work.
- Line gateways and main streets with American flags and North Carolina flags. Other counties' flags might also be represented in art form.

### **Expand Products Focusing on History and Historical Interpretation**

Focus group participants wanted to see a fuller representation of the region's history. Continue to expand regional interpretation programs and to reflect the history in the county's public art, architecture, school curricula, and overall identity.

- Develop and record re-enactments that tell stories of the county including Babe Ruth's first home run, Sherman's March, African-American heritage and traditions, and the tar and turpentine industry. Partner with regional Re-enactors. Re-enactments can be expanded throughout the county by working with Sandhills Family Heritage Association, Cape Fear Regional Theater, Averagesboro Battlefield, other regional Civil War sites, the Transportation Museum, the Botanical Garden, ASOPM, city/county parks and recreation department, County Extension Center, schools, and churches. Set a goal of adding one new re-enactment a year.
- Offer history boot camp for Visitor Center and county hospitality front line staff. Role-play and interactive activities so that front line staff recall key historical features.
- Create a public timeline of Cumberland County history depicting layers of immigration, industry, transportation, natural and ecological events, etc. This project, while taking at least one year to bring together many groups to plan, will be an innovative community-development effort, resulting in overall education and cohesiveness.

## **Beautification Projects**

Beautification and “face-lift” projects are highly visible to both residents and visitors. In that end, they can create a great deal of enthusiasm for both change and pride in the community. These projects are long-term and continual.

- Improve the gateways into Fayetteville (US 301, NC24, I-95 and NC 24, US 401, NC 210). When one gateway is made attractive, there will be more motivation/ pressure from/for local groups to improve the gateways at other points. This gateway improvement should eventually extend throughout the county to give a consistent feel. The NC Department of Transportation Enhancements Fund ([www.dot.state.nc.us/planning/development/enhancement/program](http://www.dot.state.nc.us/planning/development/enhancement/program)) is one potential funding resource for Cumberland County. Many of the funding categories have a tourism slant.
- Work with Fayetteville’s Downtown Alliance to co-sponsor community beautification projects, such as litter pick ups, plantings, painting and other small revitalization projects. Ask one or two community groups to “sponsor” each project by providing 15-20 volunteers on the day of the project. The CVB could donate shirts to commemorate each project and associate with these groups/ beautification efforts.
- Partner with the city and county officials and private groups to get funding for new wayfinding signs. Wayfinding system signs help direct residents and visitors in and out of the city, around the city, and to destinations throughout the county. Signs can also be placed throughout the county for pedestrian and bicycle users. Wayfinding signs are coded for easy use. Other cities in NC have used wayfinding systems including Raleigh, Asheville, Greensboro and Cary. Good examples can be seen in on these websites:
  - <http://www.downtowngreensboro.net/package.pdf>
  - <http://www.townofcary.org/depts/dsdept/P&Z/tcap/trailblazing.pdf>
  - <http://www.brilliantsign.com/way.html>
- Work with city and county to create consistent design and placement of banners and signs.

## **Linkages and Packages**

Based on feedback received from focus groups, the community would like to see more linkages between products and attractions.

- Think of ways to provide transportation for visitors around city and county. Employ private or public buses and vans, or lobby for a downtown trolley on weekends. Raleigh has a trolley that operates historic tours on the weekends and an evening weekend route for downtown nightlife. Charlotte also has a new operating trolley. A new transportation feature would not only enhance visitor and resident movement between communities, but would be an additional opportunity to reinforce the city’s brand.
- Develop themed packages with hotels. Include use of hotel vans for transportation to the various sites.
- Continue the themed brochures that are now in development. Cluster attractions such as museums, regional history, and recreation trails. (This strategy, while topically under

the linkages section of Product Development is a marketing strategy by nature. It is listed on the Marketing Implementation spreadsheet.)

- Consider linking wellness initiatives revolving around existing county features and attractions. This could appeal to military families wives/ spouses as a family “get fit” program. Work with MWR to promote/ program/ cosponsor program. There are many grants available for this type of initiative. One in particular is the NC Health and Wellness Trust Fund ([www.hwtfc.org](http://www.hwtfc.org)), which funds programs that address research, access, prevention and education to improve the health and well being of North Carolina citizens.
- Using GIS, map the pockets of hotels, attractions and other key features of the county. Analyze the spatial gaps of amenities and services needed by visitors, as well as the usability and scenic-ness of routes. Enlist local student forces to assist as a class project.
- Continue to work with [homegrownhandmade.com](http://homegrownhandmade.com) to create quality products and attractions that promote NC culture and heritage.
- Develop kick off events for the new trails/ products.

### **Expand Opportunities to Enjoy the Cape Fear River**

Repeatedly, the river was cited by focus group participants as an untapped resource with great educational, recreational and economic potential. Working with the townships along the river corridor will create a sense of unity for the river and can present new and additional recreational products for residents and visitors of these towns. Many states are now fully utilizing their natural resources by developing tourism along rivers. Two examples of regional river corridor tourism initiatives can be found in New York State and Tennessee.

In New York communities along the Racquette River formed the Racquette River Corridor Project (<http://www.racquetteriver.org>), which highlights each communities history, recreational opportunities, important events, culture and the arts, and businesses. The organization’s website features an interactive map of the river. The town names are listed along the river map and by clicking on the towns, visitors to the site can find more information.

The Tennessee Parks and Greenways Foundation’s Mississippi River Natural and Recreational Corridor project (<http://www.msriver.org/>) works to “improve the quality of life, protect natural heritage, and promote tourism for towns along the river.” It is currently composed of a series of disconnected parks, greenways, and wildlife areas. The foundation aims to more fully utilize these assets by providing more access and linking the assets. The Tennessee Parks and Greenways Foundation in particular can be a good contact for the FACVB for several reasons: it is relatively close in location to North Carolina, the foundation has conducted an economic impact study, and the project goals seem to match the goals voiced by CHT community leaders and FACVB staff.

Working with neighboring communities along both I-95 and the river can also open new funding opportunities. More information on funding corridor development can be found in the marketing section.

- Host a meeting to bring Cape Fear River organizations, leaders, and officials together to strategize future regional development and branding. The meeting will give Fayetteville the chance to lead the effort, but will also get the Cumberland County public excited about celebrating the history of the river. Be realistic that long term development and Cape Fear branding effort could take ten years.
- Create a river development committee to outline and focus on river development for the next 5 - 10 years. The committee is charged with collecting and housing the history of the river, developing interpretive opportunities, organizing school and community projects surrounding the river, recruiting river-friendly small businesses, educating officials, planners and the surrounding communities about the river, and keeping contact with environmental monitoring entities.
- Participate in the NC Paddle Trail / NCDENR water trail standardization process as well as local canoe/ kayak clubs to develop recreational access and opportunities around the Cape Fear. Offer water recreation activities such as canoeing, kayaking, and tubing.
- Work with Cape Fear River counties on joint promotion activities and events such as “Paddle the Cape Fear River.”
- Actively recruit outfitters/ assist them with more river activities/ events. Work with local recreational clubs for cross promotion.
- Continue to develop and cross promote biking and birding trails with other trails.
- Plan for a National Heritage Area designation along the Cape Fear River. Work with organizations present in towns along the river. More information can be found in the National Heritage Area section of this document.

### **Product Management**

Once heritage attractions are established they must be purposefully managed. Management includes assessing and tracking:

- Visitor response
- General upkeep of site and structures
- Adding new interpretive or programmatic elements
- Discovering links between sites

Although some of the cultural heritage sites identified by Cumberland County are lesser known and lack funding for large-scale management, it is important that some type of management is considered. One solution is to put all smaller attractions on a rotation schedule, using the same management tools and a core team of managers dedicated to serving all attractions.

### **BRAC**

Fort Bragg expects to gain 5,700 soldiers by 2011 because of the 2005 Defense Base Closure and Realignment Commission (BRAC). There is an opportunity to develop programs that will introduce these families to Cumberland County in a positive way. The BRAC Regional Task Force has formed a new non-profit organization that will prepare local communities for BRAC actions at Ft. Bragg/Pope AFB. Once the organization is established, the FACVB should initiate formal contact and work with them in a strategic manner to promote the many attractions, activities, and services in Fayetteville and Cumberland County.

## National Heritage Areas

National Heritage Areas support both conservation and celebration of the United States natural and cultural heritage and conserve. Visitors can have widely different experiences at each heritage area. Heritage areas implement their own plans for recreation opportunities, interpretive and educational offerings, and rehabilitation of historic buildings and districts. Table 1 lists the 27 established National Heritage Areas.

The National Park Service has outlined four critical steps that need to be taken prior to congressional designation of a national heritage area. These steps are:

1. Completion of a suitability/feasibility study;
2. Public involvement in the suitability/feasibility study;
3. Demonstration of widespread public support among heritage area residents for the proposed designation; and
4. Commitment to the proposal from key constituents, which may include governments, industry, and private, non-profit organizations, in addition to area residents.

The National Park Service has other resources and how-to guides on their web page (<http://www.cr.nps.gov/heritageareas/>) as well as recommendations for feasibility studies.

National Heritage Areas are a strategy that encourages collaboration between residents, government agencies, non-profit groups, and private partners to plan and implement programs. FACVB began an initial interest in developing the Cape Fear River into a National Heritage Area. The FACVB should continue this endeavor. Beyond the guidance provided by the National Park Service there are other steps to take for development:

1. Align with other industry professionals and organizations surrounding or focused on the Cape Fear River
2. Make an inventory of professionals that need to be contacted
3. Develop a formal plan to develop the Cape Fear River
4. Develop a timeline for development
5. Designate a percentage of staff time to this project

The cover story for the May 2006 issue of *North Carolina*, the publication of North Carolina Citizens for Business and Industry (NCCBI) is entitled “Heritage Tourism Brings the Past to the Present”. The article explains how NC won the National Heritage Area designation for the Blue Ridge National Heritage Area. The article can be found on: <http://www.nccbi.org/NCMagazine/2006/May%20Issue.pdf>.

Additionally, the FACVB should pursue the line of inquiry on how to retain a heritage officer for the region. Currently the following cities/counties have heritage tourism officers Ashe County, Asheville (2), Carteret County, Windsor, Rutherford County, Murfreesboro, Hertford, Fletcher (Advantage West), and Winston Salem. The Brunswick County officer retired, therefore there is an opportunity to fill a gap in state representation by pursuing an officer for the Cape Fear area.

Table 1. National Heritage Areas

National Heritage Area	State/s	Designation Date
Illinois & Michigan National Heritage Corridor	IL	Aug 24, 1984
John H. Chafee Blackstone River Valley National Heritage Corridor	MA, RI	Nov 10, 1986
Delaware & Lehigh National Heritage Corridor	PA	Nov 18, 1988
Southwestern Pennsylvania Industrial Heritage Route (Path of Progress)	PA	Nov 19, 1988
Cane River National Heritage Area	LA	Nov 2, 1994
Quinebaug & Shetucket Rivers Valley National Heritage Corridor	CT, MA	Nov 2, 1994
Cache la Poudre Corridor (Cache la Poudre River Corridor)	CO	Oct 19, 1996
Augusta Canal National Heritage Area	GA	Nov 12, 1996
Essex National Heritage Area	MA	Nov 12, 1996
Hudson River Valley National Heritage Area	NY	Nov 12, 1996
National Coal Heritage Area	WV	Nov 12, 1996
Ohio & Erie National Heritage Corridor (Ohio & Erie CanalWay)	OH	Nov 12, 1996
Rivers of Steel National Heritage Area	PA	Nov 12, 1996
Shenandoah Valley Battlefields National Historic District	VA	Nov 12, 1996
America's Agricultural Heritage Partnership (Silos & Smokestacks)	IA	Nov 12, 1996
South Carolina National Heritage Corridor	SC	Nov 12, 1996
Tennessee Civil War National Heritage Area	TN	Nov 12, 1996
Wheeling National Heritage Area	WV	Oct 11, 2000
Yuma Crossing National Heritage Area	AZ	Oct 19, 2000
Lackawanna Valley National Heritage Area (Lackawanna Heritage Valley)	PA	Nov 6, 2000
Automobile National Heritage Area (MotorCities)	MI	Nov 6, 2000
Schuylkill River Valley National Heritage Area	PA	Nov 6, 2000
Erie Canalway National Heritage Corridor	NY	Dec 21, 2000
Blue Ridge National Heritage Area	NC	Nov 10, 2003
Mississippi Gulf National Heritage Area	MS	Dec 8, 2004
National Aviation Heritage Area	OH	Dec 8, 2004
Oil Region National Heritage Area	PA	Dec 8, 2004

## **Marketing**

The marketing programs discussed in this section focus on long-term efforts. These programs are labor intensive, but have high impact potential on the county and region.

### **Competition Analysis**

In a 2002 report for CNN Travel and Leisure magazine selected the top ten most historical sites: The Grand Canyon, New York, District of Columbia, Pearl Harbor, Alaska, Mount Rushmore, Philadelphia, Boston, The Alamo, and St. Augustine. In another 2002 report, Travel and Leisure also cited the six most popular destinations for patriotic tourism. Those were: Boston, Colonial Williamsburg, St. Louis, New York City, Philadelphia, and Washington, DC. In reviewing these cities' visitor web pages, Cumberland County seems to be taking the right steps to join its peers as a major patriotic and historic destination. However, it is important to take the residents on the path to success as well. Conducting case studies on one or two of these cities can provide valuable information on how to keep the momentum of development going and how to achieve community buy-in. The two best cities to consider for a case study are most likely Colonial Williamsburg and St. Augustine. Both of these cities have are most similar in size, history, and attraction offerings to Cumberland County.

### **Brand Promotion**

Emphasize the “what it means to be an American” dimension of the brand by expressing through cultural tourism our History, Heroes, and Hometown Feeling. First person interpretation is a powerful marketing tool. Interview a variety of Cumberland County residents such as representatives from different ethnic and racial groups, artists, military personnel, teachers, and public officials. The recording of these interviews can be used for television promotional spots. They can also be used as on the FACVB website to promote the campaign and the county. In addition to telling people what it means to be an American, residents can talk about what its like to live in the most patriotic place.

### **Continue Innovation and Emphasis of Website**

Similarly, the FACVB should push the envelop with web development. Create mini video clips to show on web site. Clips can include: civil war and other re-enactments representing the history of Fayetteville, festivals held throughout the county including the Sankofa Festival, Dogwood Festival, and the International Folk Festival, and of residents enjoying the museums.

Conduct an online forum on the CVB website, asking visitors of the website to write what patriotic means to them. Display the best ideas and thoughts on the FACVB website. This project would also promote citizen participation among all levels of residents including youth and community leaders.

### **I-95 Corridor**

Collaborating along the I-95 corridor will develop new and enhance existing marketing opportunities. By partnering with other communities along the I-95 Corridor, the FACVB can apply for marketing dollars from private foundations and government agencies who understand the power of collaboration and joint advertising.

- Work with other Bureaus represented on North Carolina segment of Interstate 95. Spearheading an initiative with the Johnston County CVB will allow the two larger, cornerstone bureaus to shape the direction and marketing. In addition, the other, smaller bureaus will benefit from the collaborative effort.
- Develop itineraries and a FAM tour for tour operators along the I-95 corridor.

### **Market Directly to Military**

Continue to create a working relationship with the local military personnel by viewing them as a client. The U.S. Army brings new people in to Fayetteville when they are first stationed at Fort Bragg, it attracts them back to the area once retired, and it brings in families and friends to visit stationed personnel. Additionally, once personnel move on to their next base, they have the opportunity to speak highly of the area. Therefore, the military is perhaps the largest tool for word of mouth promotion.

- “Be visitor in your own hometown” should be directed specifically to military.
- Fayetteville and Cumberland County should continue to celebrate the military. May has been designated as National Military Appreciation month. Expand this by offer appreciation specials monthly to military families. Create packages and brochures specifically to these families. Some places to start are: the MWR, Paraglide and paraglideonline.com, and the Officers Club and the Enlisted Club.
- Continue to investigate where military personnel and families look for information as well as products that appeal to their varied interests.

Fort Bragg expects to gain 5,700 soldiers by 2011 because of the 2005 Defense Base Closure and Realignment Commission (BRAC). There is an opportunity to develop programs that will introduce these families to Cumberland County in a positive way. The BRAC Regional Task Force has formed a new non-profit organization that will prepare local communities for BRAC actions at Ft. Bragg/Pope AFB. Once the organization is established, the FACVB should initiate formal contact and work with them in a strategic manner to promote the many attractions, activities, and services in Fayetteville and Cumberland County.

### **Set up Continuous Data Collection Systems**

Collaborate with both major and smaller-scale stakeholders to collect data on visitors in a systematic manner. Consult with NCSU Tourism Extension to create streamlined instruments and processes. Intercepts might be conducted at events by local students (for class credit) or by FACVB volunteer base. Data entry/ analysis could be conducted in house by CVB staff or outsourced.

## Potential Funding Sources

The FACVB should continue to seek funding from various sources. Developing new products and partnering with other organizations and communities can open new funding opportunities. The list below represents many good funding sources.

Table 2. Funding Sources

Funding Source	Description	Contact Information
1772 Foundation	Provides funding for restoration projects throughout the United States related to farming, industrial development, transportation and unusual historical buildings.	<a href="http://www.1772foundation.org/">http://www.1772foundation.org/</a>
American Battlefield Protection Grants	Accepts applications from federal, tribal, state, and local governments as well as private-sector organizations for projects designed to protect battlefields and their associated sites located on American soil.	<a href="http://www2.cr.nps.gov/abpp/index.htm">http://www2.cr.nps.gov/abpp/index.htm</a>
Annenberg Foundation	Interest in the areas of education and youth, arts and culture, civic and community, and health.	<a href="http://www.annenbergfoundation.org/grants/">www.annenbergfoundation.org/grants/</a>
Catalog of Federal Domestic Assistance	Complete database of all types of available U.S. government federal funds and aids and tips for writing grant proposals.	<a href="http://www.cfda.gov">www.cfda.gov</a>
Clarence E. Heller Charitable Foundation	Sustainable and ecological management of resources	<a href="http://cehcf.org/manres.htm">http://cehcf.org/manres.htm</a>
Clean Water Management Trust Fund	CWMTF will fund projects that (1) enhance or restore degraded waters, (2) protect unpolluted waters, and/or (3) contribute toward a network of riparian buffers and greenways for environmental, educational, and recreational benefits.	<a href="http://www.cwmtf.net">www.cwmtf.net</a>
Duke Endowment		
Environmental Protection Agency	Various environmentally based initiatives	<a href="http://www.epa.gov/epahome/grants.htm">http://www.epa.gov/epahome/grants.htm</a>
Ford Foundation	Provides funding for community development, education, arts, culture, and social justice	<a href="http://www.fordfound.org">www.fordfound.org</a>
Getty Trust (J. P.)	Preservation of historic buildings.	<a href="http://www.getty.edu/grants/conservation/">http://www.getty.edu/grants/conservation/</a>
Golden Leaf Foundation	The Foundation was established by the State of North Carolina in 1999 for the purposes of receipt and distribution of a portion of the funds North Carolina receives as a result of the settlement of North Carolina v. Philip Morris Incorporated, et al.	<a href="http://www.goldenleaf.org">www.goldenleaf.org</a>
Hart Family Funds for Small Towns	Assist small town preservation and revitalization initiatives around the country, with a focus on towns with populations of 5,000 or less.	Contact National Trust for Historic Preservation
Historic Preservation Services	Heritage Preservation Services, National Park Service, helps our nation's citizens and communities identify, evaluate, protect and preserve historic properties for future generations of Americans. Located in Washington, D.C. within the National Center for Cultural Resources, the Division provides a broad range of products and services, financial assistance and incentives, educational guidance, and technical information in support of this mission.	<a href="http://www2.cr.nps.gov/hpf/index.htm">www2.cr.nps.gov/hpf/index.htm</a>
History Channel 'Save Our History' National		<a href="http://www.saveourhistory.com/home.htm">http://www.saveourhistory.com/home.htm</a>

Grant Program		
Institute of Museum and Library Sciences	Various grants for these organizations including professional services program.	<a href="http://www.imls.gov">www.imls.gov</a>
Land & Water Conservation Fund	Grants to states and localities have been approved under the LWCF grants program for acquisition, development and planning of outdoor recreation opportunities in the United States.	<a href="http://www.ncrc.nps.gov/lwcf/">www.ncrc.nps.gov/lwcf/</a>
Mary Duke Biddle Foundation	Its primary purposes are to further and extend Mrs. Biddle's life-long interests in religious, educational, and charitable activities in the states of New York and North Carolina.	<a href="http://www.marydukebiddlefoundation.org/">http://www.marydukebiddlefoundation.org/</a>
Michael and Laura Brader-Araje Foundation	The Foundation puts a grantmaking priority on programs concerning education, entrepreneurship, health, and community affairs.	<a href="http://www.b-a.org/">http://www.b-a.org/</a>
National Endowment for the Arts	Various arts based initiatives	<a href="http://www.arts.gov/resources/Funding/index.html">http://www.arts.gov/resources/Funding/index.html</a>
National Endowment for the Humanities	The National Endowment for the Humanities is an independent grant-making agency of the United States government dedicated to supporting research, education, and public programs in the humanities.	<a href="http://www.neh.gov">www.neh.gov</a>
National Trust for Historic Preservation	A matching grants program to assist non-profits, communities or local governments in obtaining the expertise needed to plan for conservation, rehabilitation and ongoing care related to Save America's Treasures official projects.	<a href="http://www.nationaltrust.org">www.nationaltrust.org</a>
Natural Heritage Trust Fund	Supplemental funding source for state agencies to acquire and protect important natural areas, preserve the state's ecological diversity and cultural heritage, and to inventory natural heritage resources of the state.	<a href="http://www.ncnhp.org">www.ncnhp.org</a>
NC Agritourism Office	Offers resources and ideas on how to start an agritourism based business.	<a href="http://www.agr.state.nc.us/agritourism/index.htm">www.agr.state.nc.us/agritourism/index.htm</a>
NC Arts Council	Various grants for artistic fields. They provide technical support and expertise to support the arts and make the arts available to all North Carolinians.	<a href="http://www.ncarts.org">www.ncarts.org</a>
NC Community Development Initiative	Provides funding to rural Community Development Corporations	<a href="http://www.ncinitiative.org/">http://www.ncinitiative.org/</a>
NC Community Foundation	Administers assets that sustain nearly 1,000 endowment funds established to provide long-term support of a broad range of charitable needs, nonprofit organizations, and scholarships in more than 60 counties across the state, with an emphasis on underserved areas.	<a href="http://www.nccommunityfoundation.org/">http://www.nccommunityfoundation.org/</a>
NC Department of Commerce	economic statistics and funding opportunities	<a href="http://www.nccommerce.com">www.nccommerce.com</a>
NC Dept of Transportation Enhancements Fund (SAFE TEA)	11 funding categories, over half have a tourism slant.	<a href="http://www.dot.state.nc.us/planning/development/enhancement/program">www.dot.state.nc.us/planning/development/enhancement/program</a>
NC Division of Coastal Management	Oversees the protection, conservation and management of the NC coastline. Administers the CAMA land use grants	<a href="http://dcm2.enr.state.nc.us/">http://dcm2.enr.state.nc.us/</a>
NC Health and Wellness Trust Fund	Funded by the Master Tobacco Settlement program. Funding priorities are programs that address research, access, prevention and education to improve the health and well being of all North Carolinians.	<a href="http://www.hwtfc.org">www.hwtfc.org</a>
NC Parks and Recreation Trust Fund	Provides, among other things, dollar-for-dollar matching grants to local governments for park and recreation	<a href="http://ils.unc.edu/parkproject/partf/partf.html">ils.unc.edu/parkproject/partf/partf.html</a>

	purposes.	
North Carolina Rural Economic Development Center, Inc.	Dedicated to the development of innovative strategies to improve the lives of rural North Carolinians, with a special focus on economic opportunities for citizens with low to moderate incomes.	<a href="http://www.ncruralcenter.org">www.ncruralcenter.org</a>
North Carolina Sea Grant	Links university researchers to the people, businesses and governments that manage, use and enjoy coastal and marine resources.	<a href="http://www.ncseagrant.org">www.ncseagrant.org</a>
North Carolina Trails Program	Adopt-A-Trail Grant & The Recreational Trails Program (RTP)	<a href="http://www.ils.unc.edu/parkproject/trails/grant.html">www.ils.unc.edu/parkproject/trails/grant.html</a>
Preservation North Carolina	Protects, promotes and preserves landscapes, buildings and sites important to our state's heritage.	<a href="http://www.presnc.org">www.presnc.org</a>
Preserve America Grants	Preserve America grants offer a new type of funding from the Federal Government to support communities that have demonstrated a commitment to recognizing, designating, and protecting local cultural resources.	<a href="http://www.cr.nps.gov/hps/hpg/PreserveAmerica/index.htm">http://www.cr.nps.gov/hps/hpg/PreserveAmerica/index.htm</a>
Resource Conservation & Development	Goal is to provide leadership in a partnership effort to help people conserve, improve, and sustain natural resources and environment.	<a href="http://www.nc.nrcs.usda.gov">www.nc.nrcs.usda.gov</a>
Rural Development Research Grant	Accept applications that evaluate the policies and practices associated with creating and sustaining rural community vitality and rural prosperity.	<a href="http://www.csrees.usda.gov">www.csrees.usda.gov</a>
Southern Region Sustainable Agriculture Research and Education	Sustainable Community Innovation Grants	<a href="http://www.griffin.uga.edu/sare/grants.htm">www.griffin.uga.edu/sare/grants.htm</a>
Southern Rural Development Center	Provides funding information in support of activities in agricultural economics, education, human sciences, rural sociology, youth development, and other related disciplines.	<a href="http://srdc.msstate.edu/funding/gchomepg.htm">http://srdc.msstate.edu/funding/gchomepg.htm</a>
Target	Target Community Giving Grant	<a href="http://target.com/target_group/community_giving/grant_guidelines.jhtml">http://target.com/target_group/community_giving/grant_guidelines.jhtml</a>
The Conservation Fund	Creates partnerships to save America's outdoor heritage . The section on their website called "award programs" will link you to funding opportunities for various initiatives including greenways, etc.	<a href="http://www.conservationfund.org">www.conservationfund.org</a>
The Trust for Public Land	TPL helps conserve land for recreation and spiritual nourishment and to improve the health and quality of life of American communities.	<a href="http://www.tpl.org">www.tpl.org</a>
Tobacco Trust Fund Commission	Proposals aimed at improving the long-term vitality of North Carolina communities whose economies historically have been dependent on tobacco.	<a href="http://www.tobaccotrustfund.org">www.tobaccotrustfund.org</a>
Tourism Cares for Tomorrow	Funds project that protect, restore and conserve sites of exceptional natural, cultural, or historic significance or increase the traveling public's awareness of and involvement in conservation efforts.	<a href="http://www.tourismcaresfortomorrow.org">http://www.tourismcaresfortomorrow.org</a>
W.K. Kellogg Foundation	Food Systems and Rural Development	<a href="http://www.wkkf.org/Programming/">http://www.wkkf.org/Programming/</a>
William Randolph Hearst Foundation	Provides funding in education, health, social service, and culture	<a href="http://hearstfdn.org/index.html">http://hearstfdn.org/index.html</a>
Z. Smith Reynolds Foundation	Provides funding in community building and economic development, environment, and social justice.	<a href="http://www.zsr.org/">http://www.zsr.org/</a>

## Evaluation

Evaluation refers to setting a set of standards to which projects and programs can be compared to track success. Organizations need evaluation because essentially, what gets measured gets done. Additionally, evaluation is important because if achievements can be demonstrated, organizations can gain public support.

The CHT program has static and active factors to consider. Static factors should be descriptors of the program that are constant. Static factors of the FACVB and the Cultural Heritage Tourism program are its values, mission, and vision. A list of active factors are below. These should be re-written annually.

- Project Goals
- Work-Plan Development
- Partner Identification, and
- Implementation Steps.

Details of the evaluation procedure need to be developed prior to the start of any project.

Every work-plan should include the following:

- project definition,
- a list of the tasks needed to complete the project,
- timelines,
- a list of persons responsible for completing each task
- budget, and
- yardstick for evaluation of efforts.

### Cultural Programs Manager Work-plan

This document contains an enormous amount of planning, review, implementation, partnering, and promotion initiatives. The manager of the Cultural Heritage Tourism program, support staff and CVB leadership should allocate time between all of these initiatives. As the program continues to grow, the FACVB should hire a cultural heritage assistant to help with administrative duties. The following breakdown below is a suggestion of time dedicated to projects.

Community relationship building (leaders & citizens)	25%
Product development/ linking of assets	20%
Regional networking/partnership building	15%
Grant-writing	10%
National Heritage Area planning	10%
Marketing	15%
Tourism research	5%

Once agreed upon by the CVB Director and Cultural Program Manager, a Program of work for 2006-07 should be drafted following the format of Cultural Programs Manager: Program of Work for FY 2005-2006.

## **Future of the Cultural Heritage Tourism Advisory Council**

The dissolved Cultural Heritage Tourism Advisory Council (CHTAC) should be reformed with the broad purpose of using this document as a working plan for furthering the county's Cultural Heritage Tourism program. Appendix X lists the previous members of the now dissolved CHTAC along with their mission statements. Once the original CHTAC groups and any other applicable groups have been invited to again participate in a newly formed long-term council the following tasks can act as a guide for key initial tasks. To create a balanced partnership and a feeling of mutual respect between CHTAC and the FACVB, these tasks need to be largely undertaken by the members with the FACVB staff acting as support and coordinating body.

1. CHTAC members should work together to develop a mission statement as well as statements addressing their values and vision for the group.
2. Using this strategic plan as a guide, create a list of long-term and short-term goals for the council as a whole. These goals should serve as yardsticks of evaluation in third, sixth and tenth years after adoption of the plan.
3. Divide the council into committees to accomplish these goals. Committees should be formed in-line with the strategies recommended in the earlier sections of this document. Suggestions for committee groups are: community buy-in, product development, marketing, research, Cape Fear River regional development, and National Heritage Area designation planning. Additionally, the committees should communicate with the existing working groups where applicable: military task force, hospitality association, trails committee, Friends in Tourism, hospitality training efforts and at the regular PR and Sales/ Marketing meetings. The council should meet twice a year for committees to update one another in person, celebrate milestones and network. These meetings should be announced and open to the public and could be planned in conjunction with CVB "after hours."
4. Ask members of the council to assign themselves to a committee in which they will agree to commit their services, resources, and time.
5. The committees should use the strategies outlined in this document as a jump-start in defining their own long and short-term goals. Based on supporting data, a priority ranking of strategies has been recommended for the years 2006-2007. However, each committee should be responsible for approving/ adopting its priority recommendations for the kick-off period of 2006-2007.
6. Once strategies are given a priority rank, members of each committee can use the methods discussed in the evaluation section of this document to develop their strategies for development. Each project should have a brief document listing project goals, work-plan development, partner identification, implementation steps, and evaluation methods. Evaluation allows each member of the committee to better understand the work ahead and also promotes proactive thinking among members.
7. At the end of 2007, the strategies should be re-assessed and ranked for priority in 2008 and beyond. New ideas for strategies can also be incorporated to the plan at this time.

Allowing the members of the council to decide on which committee they would like to serve will promote better partnerships between the member groups. Dividing the council into smaller committees will also allow for a better relationship between the members and the FACVB. The

FACVB will need to ensure that ample time and resources be provided to each committee. A staff member should serve on each committee, but refrain from taking a lead role.

Another method to encourage partnerships is to use the FACVB newsletter to promote the CHTAC committees and the projects in which they are working. Promotion of the council in the newsletter not only highlights the work being done by individuals and organizations in the community, but can also be used to encourage citizen participation in the community by asking residents to get involved in these projects.

As mentioned in the community buy-in section of this document, the FACVB can act as host in bringing together cultural heritage organizations for social and networking opportunities. Hosting lunches and opening the CVB for an “after-hours” reception will create stronger relationships between members by providing a place for informal interactions and exchanges of ideas.

Additionally, the new members of the council should familiarize themselves with other committees both within the CHTAC itself and in the FACVB as a whole. Within the FACVB there needs to be a better understanding of what each committee is working towards and what resources they have to offer. Members of the council should understand that some committees might need to work together to accomplish goals. The CHTAC should partner with already existing committees such as Friends in Tourism, Society of Patriots, Military Task Force, and the Fayetteville Area Hospitality Association to accomplish specific projects. Council members should also be aware of the work being done in the PR and Sales and Marketing Meetings.

## **Conclusion**

Many of the cultural, natural, and historic riches in Cumberland County are evident and well known. However, through visiting area attractions, attending events throughout the county, and speaking with community leaders, visitors, and residents we have discovered many of the hidden resources in the county. Among the goals of the Cultural Heritage Tourism program are to market these hidden treasures, link smaller attractions to successful larger attractions such as the Airborne and Special Operations Museum and the International Folk Festival, to further develop tourism products, and to increase visitation to the county.

This strategic plan will best serve as a working guide for the FACVB, the county's Cultural Heritage Tourism program, community leaders, and future members of the new, yet to be formed, Cultural Heritage Tourism Advisory Council. The strategies outlined have been prioritized based on data collected from several resources to provide a starting point for the aforementioned groups. The strategies and recommendations will also direct the CHT program for the next five years. With the FACVB's new branding campaign, downtown development, new tourism attractions and offerings, and the support of community leaders and residents, Cumberland County is well on its way to becoming a premier cultural historic destination in North Carolina and the U.S. Through the implementation of this plan and continual participation by residents and cultural leaders, there is no doubt that Cumberland County will create partnerships, products, and a viable market that will increasingly attract visitors from around the country and abroad.

## Appendices

## **Appendix A**

### **Heritage Tourism & the Cultural Heritage Tourist**

#### Tourism

Tourism is one of North Carolina's largest industries. In 2005, domestic travelers spent \$14.2 billion across the state, a 7.3 percent increase from the previous year (NC Department of Commerce, 2005). Domestic tourism expenditures directly supported over 185,000 jobs for North Carolina residents and approximately 49 million visitors traveled to North Carolina (2004).

One identified and marketable segment of the tourism industry is heritage tourism. This segment also refers to cultural heritage tourism and the two terms are often interchanged in research and practice. Tourism is considered an important tool for economic and community development. Towns with strong histories frequently seek to increase visitation by developing existing heritage resources and developing new products from these resources.

#### Heritage Tourism

According to the North Carolina Department of Commerce, heritage tourism has evolved into the fastest growing segment of the travel market. Heritage tourism means traveling to experience the places and activities that represent the authentic natural, historic and cultural resources of a community or region (Heritage Tourism, n.d.). It includes cultural, historic, and natural resources. Two important benefits of cultural heritage tourism are diversification of local economies and preservation of a community's unique character.

The Travel Industry Association of America (TIA) and Smithsonian Magazine showed continued and growing interest in travelers' desire to experience cultural, arts, historic and heritage activities. Study results as reported in *The Historic/Cultural Traveler, 2003 Edition* showed that 81% (or 118 million) of U.S. adults who traveled in the past year included at least one cultural, arts, historic, or heritage activity, or event while on a trip. One quarter of historic/cultural travelers were frequent historic/cultural travelers, which means they took three or more trips of this type each year.

The TIA study also indicated that among the most popular historic/cultural activities were visiting a designated historic site and/or attending a performing arts event. Nearly half of adults who traveled reported attending a performing arts event during any past-year trips. Four in ten adults who traveled in the past year reported that they visited a designated historic site such as a building, landmark, home, or monument.

The heritage tourism industry holds many opportunities for communities, but because of the dependence on cultural and natural resources, sustainability of heritage assets are important. The economic development aspect of tourism in these special areas needs to be balanced against the social and environmental impacts that can occur (Davis & Morais, 2004). For a symbiotic relationship between heritage and tourism to exist, it is important to involve all stakeholders in the development of the cultural resource (Aas, Ladkin, & Fletcher, 2005). Collaboration can

help interested parties reach common ground so that tourism is developed in a way that both preserves local resources and is economically beneficial to all community residents. Continual use of a site endangers the resource. Another solution is to develop tourist activities that generate income for heritage conservation, including upkeep and management of the site. The National Trust for Historic Preservation has developed five principles to create a sustainable cultural heritage tourism program. Many of these principles have been addressed by the FACVB, but because of their importance they stand reiteration. The five principles are:

1. Collaborate
2. Find the fit between a community and tourism
3. Make sites and programs come alive
4. Focus on quality and authenticity
5. Preserve and protect resources

### About the Heritage Tourist

The need for tourism professionals to “know” tourists and their motivations is vital for tourism professionals. Results from a study aiming to investigate why people visit historical places found there were three main reasons: for a heritage experience, to learn history and for a recreational experience (Poria, Butler, Airey, 2004). Most visitors agree that trips where they can learn something new are more memorable ([www.tia.org](http://www.tia.org)). Over half say they have hobbies and interests that have an influence on where they choose to travel.

Many historic/cultural travelers agree that trips including cultural, arts, historic, or heritage activities or events are more enjoyable to them (39%) and that they prefer to visit destinations that have some historical significance (38%). Three in ten (29%) agree that it is important that the trips they take for vacation or leisure provide cultural experiences. A select group feels that a leisure or vacation trip away from home is not complete without visiting a museum, historic site or landmark or attending a cultural event or arts performance ([www.tia.org](http://www.tia.org)).

*The Historic/Cultural Traveler, 2003 Edition* provides tourism researchers and practitioners with a wealth of information about the heritage tourists. Below are highlights from the study that are especially important to the FACVB’s Cultural Heritage Tourism program

### Profile of Historic/Cultural Trips

- *Historic/cultural trips are more likely than the average U.S. trip to include higher spending (with the exception of resort and golf).*
- *Historic/cultural trips are more often generated by Baby Boomer households, and by households that are educated and/or affluent.*
- *Demographically, historic/cultural households are somewhat older than the average U.S. traveling household, and they are more likely to be retired.*
- *Most historic/cultural travel is by auto and nearly all historic/cultural travel involves an overnight stay.*
- *The South Atlantic, Pacific, and East North Central areas of the U.S. are the most popular destinations for historic/cultural travel.*

Planning Historic/Cultural Trips

- *Many say a specific historic/cultural activity was a main reason for taking a historic/cultural trip.*
- *Aside from "word-of-mouth" information, historic/cultural travelers most often look at Internet websites to gather travel information. Historic/cultural travelers most often consult friends, relatives, or colleagues and/or look at Internet websites to gather travel information. Frequent historic/cultural travelers are much more likely than those taking one or two of these trips a year to use Internet websites for historic/cultural trip planning.*
- *Specific cultural, arts, historic, or heritage activities or events can influence choice of destination and scheduling of trip. Three in ten historic/cultural travelers say the destination of their most recent trip was influenced by a specific cultural/historic activity. One in five say the timing of their most recent trip was influenced by such activities at the destination.*
- *Many historic/cultural travelers plan trips at the "last-minute" (within one month or less of taking the trip).*
- *Many historic/cultural travelers extend the duration of their trip specifically to participate in such activities. One in five say they planned the activities both before the trip and at the destination. Four in ten say they added extra time to their trip because of a historic/cultural activity.*

Heritage Tourism in Cumberland County

According to TIA the national averages for per person expenditures are:

Meeting	\$278 per day
Leisure	\$121 per day
Historical/Cultural	\$127 per day

In Fayetteville/Cumberland County, the average overnight visitor spends \$114. The golfer spends between \$234 and \$479.

Activities of U.S. Visitors 2004

<b>Activities Participated In:</b>	<b>NC Leisure Travelers</b>	<b>US Leisure Travelers</b>	<b>US Ranking</b>
1 SHOPPING	29.23%	32.13%	1
2 ATTEND A SOCIAL/ FAMILY EVENT	26.11%	31.55%	2
3 BEACH ACTIVITIES	16%	10.26%	6
4 OUTDOOR	12.51%	12.40%	3
5 RURAL SIGHTSEEING	11.85%	10.63%	4
6 HISTORICAL PLACES/ MUSEUMS	8.87%	8.97%	7
7 NATIONAL/STATE PARK	8.33%	7.92%	8
8 CITY/URBAN SIGHTSEEING	6.49%	10.39%	5
9 ZOO/AQUARIUM/SCIENCE MUSEUM	4.53%	6.07%	12
10 WATER SPORTS/BOATING	3.49%	5%	14
11 GOLF	3.28%	2.25%	17
12 ATTEND SPORTS EVENT	3.12%	6.19%	11
13 GAMBLING	3.10%	7.89%	9

14	NIGHTLIFE/DANCING	2.92%	5.91%	13
15	CULTURAL EVENTS/ FESTIVALS	2.83%	3.35%	16
16	THEME/AMUSEMENT PARK	2.74%	7.81%	10
17	PERFORMING ARTS	2.36%	4.08%	15
18	ART MUSEUMS/GALLERIES	1.10%	1.91%	18
19	SEMINAR/COURSES	1%	1.44%	20
20	WINTER SPORTS	0.66%	1.56%	19

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Understanding the cultural heritage tourist, their trip planning methods, and their choice of activities is important for destinations interested in developing their heritage tourism programs. The FACVB already utilizes this information in targeted marketing programs and product development.

In 2005-6, the FACVB undertook a multi-faceted visitor study. At the production time of this plan, specific data relevant to the CHT market had not been culled from the data continually being collected. In August/ September 2006, an executive summary of data relevant to the CHT market will be written as an addendum to this plan.

## **Appendix B Patriotic Branding Process**

**FYV-100/ 03.31.06  
Brand Guide v.2**

### **BRAND**

//fayetteville/cumberland county::

#### **Target Profiles**

##### Military Families

//demographics::

- Multi-generational families connected to the military through a spouse, parent, grandparent or child
- hhi: \$50,000 - \$80,000
- live from the Mississippi east
- lean more to the right politically

##### Leisure Travelers

//demographics::

- age: 50+
- retirees and soon to be
- hhi: \$50,000 - \$75,000
- live within 200 miles of Fayetteville or are traveling along I-95 on their way to somewhere else
- lean more to the right politically

//psychographics::

- patriotic – still passionately believe America is the greatest country in the world
- interested in American history and its positive influence on global politics/economics
- proudly believe in American democracy and capitalism
- believes in and is pursuing the American Dream
- long for a Norman Rockwell America where small town values are the norm
- feel American ideals and the American dream – democracy, capitalism, equality, military and economic might, freedom, etc. – are being eroded
- feel America is being unfairly criticized in the media and on the world stage
- are worried their children and grandchildren are being negatively influenced by American critics at school and in the media
- they are actively seeking and supporting anything that makes them feel good about America (correlated by the rise of Fox News & Talk Radio)

**ADDITIONAL TARGETS** (demographics and psychographics still to be added)

**Meeting Planners**  
**Military Reunion Organizers**  
**Group Tour Planners and Organizers**  
**Travel Media**  
**Golfers (individual and groups)**  
**Sports Planners**

DESCRIPTORS

//key.descriptors::

- historic
- heroic
- patriotic

VALUES

//core.values::

- patriotism
- hospitality
- pride

**POSITIONING**

//positioning.statement::

As America's hometown, Greater Fayetteville restores, revitalizes and reaffirms my pride in the U.S.A.

BRAND GOAL

To become known, far and wide, as the most patriotic community in America.

BRAND DECLARATION

We, the representatives of Greater Fayetteville, do proudly declare that this North Carolina community shall be known, from this day forth, as the most patriotic town in America.

United by an unbreakable and steadfast belief in, and support for the American ideals of life, liberty and the pursuit of happiness, set forth by our founding fathers, we do mutually pledge to uphold, educate and spread American patriotism with every ounce of our beings.

We, therefore, do solemnly swear, in the name, and by the authority of, the good people of Greater Fayetteville, to do the following:

1. To rekindle and reawaken the Spirit of America in all that we do, in every corner of our great community.
2. To remember those who have sacrificed and contributed to the freedoms we enjoy today.
3. To educate all Americans about the values of patriotism through our shared history and culture.
4. To inspire American patriotism in all those who visit.
5. To provide support for all branches of the military. Those who have served, continue to serve, and those whose future will be to serve this great nation.
6. To encourage the display of our country's colors whenever and wherever possible.
7. To celebrate our freedoms and love of country by declaring every day is Independence Day in Greater Fayetteville.

#### **COMMUNITY TAG LINE**

History, Heroes and a Hometown Feeling

## **Appendix C**

### **Summary of CHT Focus Groups**

Members of the former Cultural Heritage Advisory Committee were invited to take part in a focus group to discuss the role of cultural heritage tourism in Cumberland County. During the months of February and March of 2006, three focus groups were held with twenty-three cultural heritage leaders in Cumberland County.

A list of questions guided the discussion, though an open discussion was encouraged. All of the questions may not have been asked directly, but throughout the discussions all subjects were touched on. The list of guiding questions were:

1. Is Fayetteville a destination?
2. What are the greatest assets (tourism) or otherwise in the region?
3. What is underdeveloped that needs attention in the next 5 years?
4. Where should the CHT program go in the next 10 years?
5. What inhibits growth/ progress in your county? (greatest barriers)
6. What do you want to see happen?
7. Do your community leaders support tourism?
8. What is the general awareness/ attitude towards tourism in the county?
9. Who do you partner with? (probe for public/ non-profit/ private sector)
10. Who are your key markets? What markets should be focused on in the future? How?
11. Where do you see the region's tourism industry in the next ten years and how do we get there?
12. What is the CVB's greatest strength?
13. What would you like to see the CVB do in the future in relation to the CHT strategic plan?
14. If we gave Cumberland County \$ 1million for tourism, how should it be spent? Top 5 priorities.....
15. What do you think of the new patriotic branding campaign?
16. How does your product fit into the branding campaign?

During the discussion notes were taken on the participant's responses to questions. Some of the notes were taken verbatim and some were paraphrased so that during analysis common themes could be grouped together. The following section will present results of the focus groups. Paraphrased quotes are included as bullet points in the text. They are used to provide emphasis and supplemental support to the results, but it should be noted that these quotes are not necessarily verbatim.

## **Results**

### *About Fayetteville*

When asked if Fayetteville was a destination, interview participants were about half and half in their responses. Those who believed it was a destination cited the following reasons.

- Military destination:

- People came to visit Fort Bragg and Pope Air Force Base.
- People who were stationed in Fort Bragg came back to revisit.
- Visiting friends and family members of military personnel
- Specialized museums that were unique in the world's museums
- Golf destination

Those who believed Fayetteville wasn't yet a destination said they did not think the general public saw it as a destination. For example one participant said people from Raleigh would travel to the beach as a destination, not Fayetteville. Other participants thought that while some people would come to visit family and they might come for various reasons, they didn't consider Fayetteville a destination.

### *Assets and attractions*

Participants were proud and eager to cite the many assets in Cumberland County. Among the assets cited were:

- Trails in development
  - Homegrown Handmade
  - The Cross Creek Trail
  - Linear Park- Cross Creek Trail will join River Walk at the Cape Fear Botanical Gardens
  - Dogwood Trail
  - River Walk
  - Birding Trail
  - All American Trail- currently in Hoke County, but will eventually be in Cumberland County
- Cape Fear River Trail
  - Also designated as a canoe trail
- History- Cumberland County is steeped in American history
- Large diversity of arts and cultural events
- A variety of indoor and outdoor happenings (i.e. farmers market, Handmade and Homegrown, 4<sup>th</sup> Friday event, and new trails)
- Botanical garden
- Biking- East Coast Greenway Trail and Cape Fear River Trail meets biking trail
- Military open house
- Military and civil demonstration groups
- Parades
  - MLK
  - Veterans Day
- Downtown Revitalization
- Museums
  - People come from all over the world to see the Special Ops Museum
- Fayetteville is beautiful in the spring
- Other projects in development
  - Festival Park
  - Fayetteville Area Transportation Museum

### *Underdeveloped Assets*

Participants also identified underdeveloped assets or attractions in the county. Cited most often were lack of hotels, diversity, infrastructure and beautification,

Several participants were unhappy with the number of hotels downtown and the quality of hotels. Those participants thought that having higher end hotels would attract more visitors and conferences. Specific participant responses included:

- Only thing have is Clarion Hotel. Have problems at that hotel. Police chief dealing with some of the problems of things that happen near the hotel.
- They would like for conferences to be held in the center of downtown, not just at the Bordeaux.
- Put in hotel with a pedestrian bridge connecting to downtown so that you can shop and do other things and not have to go out if bad weather.
- Would like more conventions to be held in Fayetteville

Participants noted the need for more development in Fayetteville's downtown area. They said downtown needed more restaurants and entertainment offerings. They would like to see more family friendly services, such as restaurants and outdoor activities like Putt-Putt golf.

Participants also thought the development of retail outlets, townhouses, and condos downtown would enhance the city. Along this line they thought development in the new Linear Park would enhance the look of the county and attract residents and visitors.

The Cape Fear River was viewed as a great, yet underdeveloped asset. Participants would like to see the history of the river tied to other attractions, such as the botanical garden and downtown area. They were looking forward to the completion of trails that will connect the river to other assets.

Participants said that the full history of Cumberland County was unknown to the public, both residents and visitors. Participants realized that the military and Fort Bragg tie was important, but they were concerned that too much effort was placed on military history. They would like to see tourism development tap into the true history of Cumberland County, mainly through more development along the Cape Fear River.

- Public thinks we are here because of Fort Bragg, but that isn't why we are here.
- We had military presence in the town before Fort Bragg.
- History is under interpreted.
- North Carolina has a history of pottery- and Fayetteville was the first salt glazing.

Participants were also interested in expanding Civil War attractions and products. They would like to see more focus on the Civil War history and suggested stringing these assets together.

Participants were impressed by the ethnic, racial and cultural diversity in Cumberland County. They said that the general acceptance of diversity in the community was also an asset. They believed that the many ethnically diverse restaurants found in Fayetteville were unique attractions. While some products had been developed such as the International Folk Festival, diversity was seen as a yet untapped resource. When asked if this diversity was being represented, participants said:

- Fayetteville is blessed with diverse demo. We haven't learned to build on that.
- The International Folk Festival should be used as a theme throughout the year
- There are many festivals representing the diversity, but they need to be further promoted.
- Don't get enough folks to come out and enjoy the festivals.
- We have rich heritage here and a lot of people don't take advantage of it.

Other underdeveloped assets named by focus group participants.

- City needs to be prettier. It needs to be a priority.
- Turpentine history- A few turpentine attractions already exist at the Cape Fear Museum and at the new Fayetteville Area Transportation Museum. Participants said they would like to see more development around this asset because "it is historically a major representative of our industry." One suggestion was to include the asset in a trail.
- Cape Fear Botanical Gardens how much it could be improved, the trail development is an improvement, should add heritage and history trails
- Park development- Parks are used by people who live here mostly.
- Waterways- So many small ponds and lakes could be capitalized. At the parks, there are no canoes. Suggested the creation of a dinner boat.

#### *Future of the CHT program*

Participants said there were a lot of groups that were working towards or wanted to do the same things, such as bringing attractions together. One participant thought these groups all had the same idea. S/he said, "I don't know if they were competing against each other or if they just switched seats at the table, but nothing happened."

#### *Barriers to growth*

Participants were concerned with the general public's image of Fayetteville. Some specific responses are below.

- Too much recognition of Fayetteville's past image.
- People see Fayetteville as strip malls, but the town has so much more to offer.

**Along that line, some participants thought that Fayetteville lacked an identity, a pre-Fort Bragg identity. They agreed that few people know about the county's history before military. Some participants compared Fayetteville to Williamsburg, saying that Williamsburg's identity stems from pre-colonial times.**

Many participants voiced a concern about the lack of cohesiveness among attractions. Some way to market the entire entity as a whole to the tourist but also to the population, which is mobile because people live here for a few years and then move on. Hard to market if everyone is working separately. Some specific responses were:

- We have trouble focusing on anything.
- We haven't focused on a core thing.
- We don't focus on one thing.
- We need to have system that we could get good feedback.

Other barriers to growth were identified.

- Large part of Cumberland County taken up by base.
- The transit system is underutilized. Sometimes they public transportation does not run. Participants would like public transportation to be able to take people to key attractions.
- It is important to have connection off interstate.
- The problem we have is the Savannahs, Wilmington- towns developed away from it because of flooding- our downtown isn't along the river like in Wilmington.
- Need more industries. (Lack of economic diversity)
- Need more support of cultural and artistic activities
- Need to find real economic developments.

Participants felt the hotels had a self-serving attitude. In some cases hotels near attractions find it beneficial to promote area attractions to appeal to visitors who want to be near those attractions. Participants felt this was not the case in Fayetteville. One participant said hotels are satisfied with the overnight guests, which does not encourage visitors to spend time in the county. Participants felt that hoteliers were not willing to spend their marketing dollars to promote historical sites in the surrounding county. They would like hotels to aid in marketing the many attractions in Cumberland County. Additionally, participants thought that with only one hotel downtown, visitors don't know about the many happenings downtown.

#### *Future Desires*

Participants felt individual product was well developed in the county, but that the cultural heritage tourism as a whole was lacking. They would like to see marketing efforts combined. They would like more collective visibility and an understanding of who they are

Participants would like more packaging of attractions and assets. They suggested the following packages.

- Military
- Trails
- Museums

A few participants would like better signage throughout the county with special attention paid to Fayetteville. They would like signage to have a consistent theme throughout the town and county. Some participants also thought Fayetteville larger sign and banners along the streets and gateways. One participant said it was difficult to get around and suggested the use of wayward signs? Another suggestion was color-coded or way-finding signs as a way finding system.

Many participants were concerned with the appearance of Fayetteville. They would like to see beautification projects. They also suggested beautifying the gateways into the city.

Other suggestions for development were:

- More shopping centers
- More things to do downtown

There was also concern about the new military families moving in from Atlanta. They felt Fayetteville lacked the infrastructure, such as restaurants, cultural attractions, and other quality of life assets that these new families were accustomed to.

#### *Community leader's support of tourism*

Overall, participants thought that leaders supported tourism. They felt that in recent years support had increased.

Other specific comments were:

- I think they recognize that tourism is an industry- but they don't see the long-term possibilities or see the importance.
- I think a lot of our leaders now are realizing that they are behind the bell curve and are now catching up.
- The officials haven't tried to preserve what we have here. The guns are still in the river. The community historically hasn't done what Old Salem, Williamsburg, St. James have done (preserve all the resources). I think we have some people here that support that, but it gets overwhelming.

#### *General awareness and attitudes towards tourism*

Comments regarding the attitude towards tourism surrounded how to get community buy-in.

Individual responses included:

- City leadership needs to commit.
- The mayor understands the big picture, but the biggest task now is to bring in city council. He has to sell it to the others.
- The image of Fayetteville needs to be improved.
- Without any money behind it to market a product you can't do anything.
- Also need money to create a quality product. An example of this was the Festival Flight, they market it but did not put anything into it.
- Need to not only have economic investment, but the community.
- College and high school need to play a role in attracting different groups.
- Meeting with the communities and getting their ideas on tourism.
- Bringing in services that would pay more and better jobs.
- Too many focus on Ft. Bragg and we cannot put all of our eggs in one basket.
- **If you want to attract people to the area you have to have a unique attraction and while they are here that they can take in the other little things that are available.**
- The more variety you have the more you can attract and show what we have to offer. One example of this is the Venus flytrap and longleaf plant that are interesting in Cumberland County.
- We live in a difficult community- people want us to knock on their door, tell them where to go.

#### *Partnerships*

Participants would like more partnership and "umbrella"-type promotion. For example, a few suggested to have all museums promoted on one brochure or to market attractions together that may appeal to families with children.

When asked if they would give up some individual control to successfully achieve “umbrella”-type promotions, participants said:

- That is how Williamsburg did it and why they are successful. When Williamsburg markets itself, it also market James Town and York Town. You have to be open. You have to learn to be un-selfish. You have to see the vision.
- We will have an identity that is ours- it will be different than Williamsburg
- If I am sure it will help my bottom line, I will.
- I am concerned it will hurt us as a whole.
- Stakeholders need to be told how it will benefit their organization. Because in the past nothing ever got done.
- The general public needs to be brought into it. If you don’t have the buy-in of the community.
- Leaders should visit tourism attractions and meet with other groups. To get buy-in they are going to have to talk to each group. One-on-one interaction.

### *Marketing*

Participants thought the marketing efforts had been fragmented. Individual comments included the following.

- We don’t reach out to others.
- We should put effort into working with like-minded organizations because we have to market anyway.
- First market what we have. Then start to add more products
- Pick an image and stick with it.
- Would like to see more marketing by the Society of Patriots.
- I don’t think we have a good indication of who comes here. I think we have some ideas, but part of it is we have a lot of military people coming here. Which is why I think we shot gun it. We all want our part. Focus on one market and then after that focus on others.

Almost all of the participants wanted to see more internal marketing. Attractions were not consistently aware of what other attractions were doing.

Some participants thought the county needed more regional marketing throughout North Carolina. One participant said that Raleigh advertises its events and attractions on Fayetteville’s radio stations, but Fayetteville does not advertise on Raleigh stations. Additionally, participants agreed that many Cumberland County residents are not reading the Fayetteville paper or listening to Fayetteville radio stations. Another problem cited was that Fayetteville does not have a TV station and that they depend on the Raleigh based station WRAL to come and promote Fayetteville

### *Feedback on the Fayetteville Area Convention and Visitors Bureau*

Participants praised the FACVB for taking a leadership position in the county. They felt the FCVB has done a good job of spreading the word about tourism and its economic benefits. Overall, participants said they have seen the improvements in tourism initiatives and understand that the FCVB is working hard.

Some participants felt that the FACVB has an agenda that they want organizations to work with.

Participants also said:

- If what we want doesn't fit, then they drop it and give up.
- The FACB has the assets and strength and money to do what is needed.
- The CVB now understands that \$600 is a huge part of our marketing budget.

*What would you like to see the CVB do in the future in relation to the CHT strategic plan?*

Attractions and community groups outside of Fayetteville still feel neglected. They felt they have to work extra hard to be remembered by the FCVB and other organizations. Fayetteville was missing some of the important histories spread throughout the county. One way to introduce groups to the many assets and attractions in Cumberland County would be to set up periodic internal FAM tours.

There was some cynicism about suggestions by the stakeholders not being actualized.

Participants felt there were a lot of meetings and committees on tourism planning, but not much came out of them. They would like to be told exactly how their feedback is used by the FCVB.

To get more buy-in from the community, the FCVB should develop new ways to get information from and to the many groups. Many felt the information wasn't consistent. More one-on-one contact with organizations, including small and grassroots organizations, was recommended.

*New endeavors*

When asked, if Cumberland County had \$ 1million for tourism, how should it be spent, participants said:

- Build nice hotels and have pick-ups for tours in Fayetteville, while at the same time introducing visitors to the attractions throughout the county.
- Encourage hotels to cater to tour groups
- Live fish market
- Military Theme Park
- We have something on the table with CC P&R- a trolley. Our concept is to use the trolley to connect sites downtown- provide transportation to these places.

*Thoughts on the patriotic branding campaign*

Participants were unsure about the new patriotism campaign. They said they didn't fully understand it. The term patriotism needed to be defined. Participants thought there were many ways patriot could be misinterpreted by visitors or potential visitors. It could mean freedom of speech to some people, but could mean something else to someone. In addition they said the FACVB gives them different definitions, for example they were given one definition verbally and then another definition in an informational letter.

Participants felt they were being given conflicting instructions and suggestions on how they can participate in the campaign. Many participants felt they were being pushed to change the names of their events and festivals to fit the patriotism brand theme. Other specific responses included:

- We have to sell internally first.

- You have to get all these people to together to see who else is going to buy into it. It won't "just happen."
- You have to show how they will benefit them.
- Friends of tourism - it is getting us all to talk.
- Why are we reinventing the wheel? There are other models [on community development and revitalizing communities] out there. The leadership needs to look at that.
- Such a hot topic it could be a turnoff.
- It is too restrictive and too limited.
- Things get pushed down your throat even if you don't want it. A lot of people in this town don't like military. Patriotic theme may not be good idea.
- People are not understanding all of the terms (hero, patriotic, hometown hero, etc.)
- I have lived here all my life and defended Fayetteville- so I want to be proud. I don't want to be a part of something that is like that. And when they tell you – they don't like something- you shouldn't do it.

#### *Fitting into the patriotic brand*

Many participants felt that they could not fit into the new branding. Some participants preferred the "history, hero, hometown feeling" campaign. They thought it was a broader term and better fit for the many attractions and rural areas in Cumberland County.

#### **Summary**

Participants were passionate about the many assets and attractions found in Cumberland County. They realized that creating a successful cultural heritage tourism program is a collaborative effort and would be a long-term process.

## **Appendix D**

### **Focus Group Index Card Exercise**

Following each of the three CHT focus groups participants were asked to participate in a confidential exercise using index cards. This exercise provides additional valuable feedback for the FACVB. The participants were asked to respond to four questions:

- **What are your top three marketing priorities?**
- **What do you want to know about the cultural heritage tourist?**
- **What are your top three project priorities?**
- **How do you get community buy-in?**

Because the results vary greatly they are simply presented in this appendix in list format.

#### What are your top three marketing priorities?

- In regards to patriotic “brand” explain to stakeholders that it goes beyond red, white, and blue and catchy names. It is about one area and shared vision.
- Market Cumberland County and region, not just Fayetteville. Include everyone because even surrounding areas have impact on the county.
- Cape Fear River
  - Paddle Trail, River History, Natural Ecosystem
- History
  - Revolutionary War Era
  - Civil War Era
- Expanded 18<sup>th</sup> and 19<sup>th</sup> century area historical role
- Natural Beauty & Scenic Areas
  - Botanical Garden/Scenic Areas
- Cultural Sites & Attractions
  - To me everything else seems to get marketed
- Military Heritage
- Outdoor Activities
- I-95 Corridor
- I-95 traffic
- I-95 travelers
- Extend beyond the boundaries of Fayetteville
- Target marketing to different demographics/groups about relevant activities
- Detailed research materials about the area
- Define our marketing goals, prioritize and work on them
- Market cooperatively, with one central organization taking the lead and including strong draws (stop being concerned if every organization is getting even billing. Small attractions are great and can be marketed to visitors once they are here, but being over inclusive in order not to offend a small attraction confuses potential visitors and lessens the overall impact of the marketing.
- Spend money only on what will be a draw for tourists. Memorials aren’t a draw.
- Market to golfers
- Sankofa Festival
- Agri-tourism in surrounding counties

- Family reunions with theme parks, etc.
- Shopping and unique farmer markets
- Tourist rides on buses to rivers, parks, botanical gardens, museums, military base
- Bus tours
- A transportation system designed specifically for tourist
- Tour groups focusing on key themes within the area
- Expanded place within NC tourism promotion
- One brochure/website featuring all of the areas, interesting places, things, etc.
- Weekend traveler
- Statewide- particularly in the western piedmont where not much is known about eastern, NC
- Market to military families
- Military marketing (to local constituency)
- Gateways to Fayetteville
- Keep up with national trends in programming and marketing and let the attractions know
- National marketing campaign
- Advertise outside of Cumberland County
- Market outside the area- put CVB's website on out of area TV, print, radio, etc
- Produce TV commercial for Fayetteville and run throughout the state
- Collectively market cultural tourism locations, but don't ignore the need for each organization to market to our own residents and surrounding areas
- Collaborative efforts on the part of tourism to package the whole community as one
- Ads in gardening magazines
- Place ads in magazines that cater to veterans (VFW. American Legion) to attract reunions and other groups that travel
- Focus on historical groups- internet marketing, pop ups, blogs
- TV ads- focus on military heritage and patriotism- good in today's market
- Target historians, archeologists through their professional and amateur organizations
- Before collective marketing can be done, establish an identity and include the general public in the process
- Understanding that the CVB's goal is to attract more visitors, ask that the CVB be respectful that visitors are only one component of many of the people we strive to attract.
- Determine most likely visitors that are not coming (ex. Raleigh, Civil War Buffs, I-95?)
- Determine how they receive information
- Avoid military history as exclusive theme and use a "did you know..." campaign (ex. Scottish settlement, naval stores, etc.)
- Connect with Moore County on golf industry- find out what golfers are interested in that would bring them to Fayetteville area
- Create identity and stick with it

What do you want to know about the cultural heritage tourist?

- Who is visiting Fayetteville?
  - A visitor study with a final report that is shared and inserted in the paper for the community to know.
- Who is coming to Fayetteville?
- Who visits?

- Who comes to the county?
- How many tourists visited our community last year?
- What is the total number of tourists?
- Breakdown of visitors by ages.
- Find out who our market is now.
- Who is stopping in at the CVB visitor center?
  - If someone who has either asked or been encouraged to visit my museum I want to know so I have some idea if the statistics match. CVB walk-ins vs. museum walk-ins.
- Who is the audience? Should we welcome all or only specific groups or targets for programs?
- What is the demographic of the cultural heritage tourist?
- Why are they coming?
- Why are they here?
- Why did they come?
- What are their reasons for visiting here?
- What do the visitor's look for?
- Why did they visit us?
- How did they hear of us?
- Where do they get information on things to do?
- What would make them stay longer?
- How long is their stay and how often do they come?
- How much money did they spend?
- What is the one (or few) things most likely to keep them from returning?
- When they stop on I-95 what would bring them in for a day or two.
- Folks traveling I-95...what do they think about Fayetteville?
- Availability of all cultural activities and groups.
- Decide if we are reaching our market defined by our marketing goals.
- Put plan in to place to reach our targets and do it.
- Tourist interest in African American tours on rural heritage.
- Need to have comment cards and follow up with museums and other sites
- What is the visitor interest nationwide on transportation history
- What organizations emphasize cross-cultural heritage within the United States
- Potential of overseas visitor sources
- What makes a person come back after visiting and what are we or are we not doing to meet that need?
- Where are visitors getting their information and what can we do to make our information more available to them?
- What does Fayetteville/Cumberland County have or not have that makes it attractive to group tours?
- An external and internal sweep of what people think about our current cultural heritage market
- What are the top sellers as far as cultural heritage and how do we fit in?
- Overarching organization, who to thank? Who to contact?
- Define CVBs goal for heritage tourism
- Who does CVB plan to market?

- How does the CVB plan to market?
- What do military family visitors want while they are here?
- What have you seen or been involved with in other parts of the country that should be brought to our city?
- What do most folks think the leading industry in Cumberland County before 1900?
- Downtown information
- What “words” do the CHT respond to?
- How do they use the internet?
- How do they get travel information?

What are your top three project priorities?

- Linear Park & development of river
- Continued development of downtown
- Better gateways
- Better signage
- Better gateways
- Land preservation
- Develop the river under the guiding hand of “sustainable Sandhills”
- River
  - Theater, paddle trail, overlook
- History
  - History trail
- Emphasize mutual heritage and theme
- Promote local history
- Define markets
- How do we reach our market? Is I-95 enough (billboards)?
- Look for appropriate trade journals.
- Beautify the city/county
- Need a fine hotel affiliated with our civic center complex.
- Botanical garden
- Do what must be done to keep ASOM growing and staying new.
- African American heritage festival
- African American heritage tourism trail
- Theme park
- Develop our lakes/ivers for full usage
- Hotel/convention center connected
- Cultural tour
- Environmental
- History
- Tie things together- trails, historic districts
- Signage
- A unified marketing plan to package the community
- Cohesive, cooperative image of the area needed for the marketing. “Get one, then find as much money as possible and spend it wisely.”
- Transportation geared for tourism

- Increase support by greater exposure and response to partnerships to share limited resources
- Conduct a study on how people respond to “all-American” and “patriotic”
- Understand general public’s feedback on towns identity
- Linking the greenways and other types of trails in the Cape Fear River Basin: River Walk, All American Trails, Linear Park, quilting, birding trail, bike trail, all city/county parks
- Marketing regional campaign- patriotism
- Marketing
- Getting all stakeholders onboard with the idea of marketing Cumberland County as a whole is beneficial, not just Fayetteville. We all play a part.
- Work with all groups, cities, counties, attractions, etc. on cohesive brand and define that brand.
- Military Heritage Development
- Construct naval stores/turpentine museum in downtown Fayetteville
- Construct museum of the Longleaf Pine in downtown Fayetteville
- Construct conference center in Fayetteville and promote heritage tourism program to attendees
- Cape Fear River

#### How do you get community buy-in?

- Get a buy-in from all key players, both for profit and not for profit
- Develop a plan and work it
- Have local political leaders, city and county, to begin a public dialogue about our assets.
- Set up local committees to take one different priorities (river).
- Smaller group meetings with all interested community groups.
- Better dissemination of information to various groups for stimulation of their interests.
- Our own citizens need to know what is available and see it.
- Marketing campaign to highlight these things to our own citizens.
- Need to utilize information already garnered through previous processes- no buy in when opinions are discarded.
- Consolidate- Friends in Tourism Patriot Society, Cultural Heritage maximizing people’s time.
- Spend CVB tax money on improving existing attractions not just on marketing.
- Periodic emails to the local organizations reminding them of their importance to tourism economic development. Not as long as an e-newsletter, but something much shorter and personal from the CVB- maybe only a sentence or two.
- Marketing to Paraglide.
- Public forum
- Showing tourism impact on the county.
- I don’t have any ideas on how one truly galvanizes this entire community behind a good or an idea. Good luck!
- Community education meeting.
- Go to grassroots community based organizations, churches, schools, etc.
- Study circles- this is a project with cross section of citizens and youth and professionals.
- Public forums/dialogue from/with homeowners about boards, educators, etc.

- Public forums held in neighborhoods and collectively in larger areas to receive feedback
- Better integrated communication to reach broader base of community- Web page link, newspaper, media sources, civic groups
- Participation opportunities for all levels of community- seniors, students, visitors and residents
- Need to get information out about some of the heritage attractions (Poe House)= paper, TV, radio
- Open houses for community to learn more about attractions
- Cohesive advertising for attractions and events (Cities and counties need to participate with this)
- Year-long poll of residents to find out what their needs/wants are for the community
- Attractions need to maintain a level of consistency in not just their marketing, but in their staff. Turn over is greater in this area and each new staff member has his/her way
- Reduced mixed marketing messages- create one brand as an umbrella that includes entire region
- Keep introducing and reintroducing new comers at Bragg/Pope to events, etc. in the area
- A community survey- “Let’s see what they want. If they write it, they will underwrite it.”
- Encourage community support for improving the appearance of the city and area by passing a landscaping ordinance
- Survey by the newspaper or city, or county on how improvements or image can be changed
- Publish a document to educate the public on the positive aspects of city to include its proud moments in history
- Publicize collective attractions/themes to the local area
- Invite endorsements in various media
- Contact local groups directly
- Focus groups with the general public on Fayetteville’s new identity
- Establish a “community involvement day” where people and leaders volunteer at local cultural heritage sites
- Establish a “Be a tourist in your own hometown” program
- Involve children in activities in such a way that their parents and grandparents must participate. For example: youth art contests, sports, parades, pet parades
- Start with concerned citizens groups from different housing areas input. Then select several people from each group for a meeting to discuss what needs to be changed or developed.
- Tell community what’s in it for them
- Survey
- Educate community on importance of tourism, tell them the financial benefit to individuals
- Show results as they happen, not plans or studies, but hard numbers, dollars, development
- Educate community about Cumberland County’s history before Fort Bragg was established
- Living history days for entire community- ask everyone to live one day using historic technology, food, clothing, etc.
- Oral history project involving community, different local/regional themes, use local schools and then summarize the results in media stories

- FACVB leadership needs to be more open to those opinions that are not like theirs
- Spend more time raising awareness locally
- Improve communication with military

## Appendix E Online Survey Results

After the three focus groups, a follow-up survey was sent out to CHTAC members to give additional and anonymous opportunity for comment. The aggregated results are given here, along with select responses to open-ended questions. Comments were edited to preserve anonymity and to separate them into digestible sound-bites.

1. Please indicate your top three priorities for development in Cumberland County.			
		Response Percent	Response Total
Downtown Trolley		20%	3
Cross Creek Linear Park		26.7%	4
More activities around the Cape Fear River		33.3%	5
More tour opportunities for visitors		46.7%	7
Programs that highlight the area's diversity		20%	3
<b>Improve gateways</b>		<b>53.3%</b>	<b>8</b>
Beautification projects around the county		20%	3
More lodging options		13.3%	2
Military theme park		13.3%	2
Expanded public art		6.7%	1
Expanded interpretation on Fayetteville's origin/ history		33.3%	5
<b>Total Respondents</b>			<b>15</b>
(skipped this question)			0

3. Where/how do you promote yourself? (please check all that apply)			
		Response Percent	Response Total
Through membership list/ (Friends) organizations		50%	6
Brochure (where are they placed?)		58.3%	7
<b>Website</b>		<b>83.3%</b>	<b>10</b>
Direct mail/ e-mail		33.3%	4
Newsletters/ e-newsletter		25%	3
Press releases/ PSA's		58.3%	7
Newspaper advertising		50%	6
Magazine advertising		25%	3
Advertising in other publications		25%	3
NC Visitor Guide		33.3%	4
Fayetteville Area Visitor Guide		58.3%	7
Billboards		16.7%	2
Media Tours		16.7%	2
AAA		25%	3
Trade shows		16.7%	2
Membership in Professional Asscolations (ex. NC Museums Council)		50%	6
<a href="#">View</a> Other (please specify)		25%	3
<b>Total Respondents</b>			<b>12</b>
(skipped this question)			3

5. Do you think it is the CVB's role to encourage more collaboration among the county's attractions?			
		Response Percent	Response Total
<b>Yes</b>		<b>75%</b>	<b>9</b>
No		8.3%	1
Uncertain		16.7%	2

8. What are the CVB's greatest strengths? (please check top three)			
		Response Percent	Response Total
Marketing within the state		36.4%	4
Marketing outside the state		27.3%	3
Marketing to residents/ or within the county		9.1%	1
Attracting a variety of tourist markets		36.4%	4
Uniting the county's tourism assets		18.2%	2
Providing information about events		45.5%	5
Funding community projects		0%	0
Providing a voice of leadership in the community		27.3%	3
<b>Keeping the importance of tourism visible to the community and community leaders</b>		<b>81.8%</b>	<b>9</b>
<b>Total Respondents</b>			<b>11</b>

9. In what areas could they improve? (please check top three)			
		Response Percent	Response Total
Marketing within the state		27.3%	3
Marketing outside the state		18.2%	2
Marketing to residents/ or within the county		54.5%	6
Attracting a variety of tourist markets		36.4%	4
<b>Uniting the county's tourism assets</b>		<b>63.6%</b>	<b>7</b>
Providing information about events		9.1%	1
Funding community projects		9.1%	1
Providing a voice of leadership in the community		27.3%	3
Keeping the importance of tourism visible to the community and community leaders		9.1%	1
<b>Total Respondents</b>			<b>11</b>

**Fayetteville's military heritage is important to the area's identity and economic base. How might the area promote its other assets while including the military aspect of the community?**

It needs to market both together... which I think is the direction we are going -- building off the strengths of each.

Through promoting diversity. It is through the military's presence here that we have such a diverse population.

Military heritage could included the broader reach of Cumberland County's involvement with earlier engagements, from the colonial period (of the Revolutionary War), to the American Civil War, to the Spanish American War and finally the US ARMY's history of modern wars.

Continue to include the military in any way possible during events (static displays, honor guards, guest speakers, possibly rename significant streets or buildings after past military commanders or actions).

The government's military presence in this community began in the 1830s. Linking that history with the present in promotional material is one way.

We need to do more on the Internet. Those pesky "pop-ups" might be a new idea for the CVB to try.

There needs to be more collaboration between the bases (I guess soon to be base, singular) and other community assets. Promotion is expensive and that is why I see collaboration in marketing between other assets and the base to be important. For example, discount advertisements for non-profits in base papers/publications. If base papers have sales reps. I would like to hear from them on a regular bases with updated listing of prices, etc.

I still hear too many dependents say how they dread hearing that their husbands are going to Ft. Bragg because they do not want to move to Fayetteville. I think that the base needs to do a better job of helping the community's image and promote Fayetteville and help Fayetteville with establishing a "quality of life" so that the dependents of their soldiers do not "dread" moving to the area.

If the base brings people here, the base needs to help the other assets promote themselves to their soldiers' relatives and friends because they are looking for something to do while in town. The base in this case is the host and what host does not want to show the best hospitality as possible by ensuring that their guests enjoy their stay and inform them of what the area has to offer. I am sure the base has several PR offices and maybe they need to do more to collaborate with the community.

Have several festivals during the year for each nationality. Italian African American Indian Chinese etc. During the festivals the vendors could sell different foods of each culture and also sell the arts from other countries. They should be held downtown or at the Linear Park which would promote downtown.

I personally would love to see some TV ads. I know they probably spend money on out-of-state on TV ads, however, I believe people in the area need to see its own community in that medium to really embrace what the CVB is trying to do. I need to see something I can talk about with folks here who have also seen the ads. I really believe it would make a difference for people to see here. I believe it would make a world of difference to their perception of this community. Maybe it would make them feel like they have reached a pinnacle that they know exists in other communities but do not feel it has been reached here. In other words, they want to see "themselves" on TV!! Do the hotels run a station on TV sets in the rooms about what to see and do while in town? I see that in most hotels I stay in.

Begin with telling the local history that goes back as far as the French and Indian and American Revolutionary Wars. Tie from that period to present day.

Military is the one thing that really sets Fayetteville apart. If we want to be truly different than all others, this needs to be the focal point of efforts. Everyone has an art museum, an Outback Steakhouse and cool parks. We have the largest military presence in the U.S.,

and more global importance than all but NYC, DC, LA and a few other cities in the country.

Maximize proximity of other assets to the Airborne & Special Operations Museum, which remains the biggest tourist attraction in Fayetteville.

### **What can the CVB do to encourage elaboration (between attractions)?**

I think they are already doing it through the CHTAC and other related efforts. I think a more direct role with the CCBC efforts could strengthen the coordination/collaboration efforts.

They are doing a very good job, especially bringing travel writers to town and to our venues.

Better communication and using the CVB as the centralized organization to network the various special interests groups and visitors, connecting A to B, etc.

They do need to be a player for sure. The community is lacking leadership in this area. I think it would be great if they emerge as a leader to facilitate collaboration. They may have the best resources for taking that leadership role.

Good question! Probably needs to be more discussion about this.

I think that great strides have been made by the CVB but they are alienating people with the patriotism campaign - patriotism is not just red, white and blue and that is what they keep pushing.

Communication is the key, and they are doing a pretty good job of it already. They should be the central clearinghouse for information going out about various events or attractions available in the area.

Call a meeting of the like attraction managers and develop collaborative partnerships.

Their primary responsibility is to the hotels, but they are by default the only central tourism agency. They have a good start.

They're doing it.

**In your own words how would you define/ describe the new brand campaign (patriotism)?**

I think the campaign got started on the wrong foot, unfortunately. We must do more to protect our history, celebrate our heroes and develop our hometown feeling to even begin a journey as "the most patriotic community in America." If Patriotism is going to be our brand, we are going to have to earn it as a community. We are not there yet. Good idea as a goal -- much work to do.

I like the patriotism campaign. However, I think more folks would warm up to it if it is called "All American" instead of "Most patriotic town in America."

The magnet of being or seeking "patriotic" or "patriotism" does not draw me to this area. It is more knowledge of its unique cultural and natural resources, that still exist and thrives, despite (or because of) its larger modern military presence.

I describe patriotism as a way of unifying a group of people in a common cause. The community is patriotic by its very nature, and also, the cultural sites need to embrace it and unify under the common cause of offering tourists and residents alike positive, life-enriching, authentic, quality of life experiences. I think most of us do that, we just can't get the word out!

Patriotism is not just red, white and blue - it is many things to many people. As a grandchild of an immigrant, to my family patriotism meant being able to express ourselves in all ways, religion, speech, art, etc. as well as making a better future for ourselves and our children.

Let's look at our Bill of Rights and celebrate those type of freedoms and what our soldiers fight for everyday!

An attempt to show the rest of the world area residents have known for years -- that Fayetteville, Fort Bragg, Pope Air Force Base and Cumberland County, are red, white and blue, through and through.

There seems to be a lot of different opinions on what and who are heroes and patriots. Is it based on the military connection, history or both?

There is a lack of buy-in from the community, and some of the branding efforts have been poorly thought out. Also, it's unfortunate timing for the word "patriotism", as it now has negative connotations among much of the country. It either needs to be more fully defined, unaligned with Uncle Sam and the flag, or different wording needs to be used to explain the concept. It's a good concept... just not well thought out and executed.

A worthy campaign, however, I don't think we should insist on superlatives (MOST patriotic, etc.) but our patriotism and home to American's finest fighting forces is something to be proud of and to communicate to others.

**If you have any other comments about Cultural Heritage Tourism in Cumberland County or about the Fayetteville Area CVB please tell us here.**

Overall, to me, the organization seems to be moving in the right direction.

One area of heritage tourism which has not been fully tapped is its history of naval stores technology, the main economic endeavor for this region for more than 250 years. This vitally important industry was located here for the extraction and exportation of its ancient pine forests. Many other "sister" industries grew up out of this primary enterprise...namely, milling, coopering, agricultural land-management, and river and rail travel. This part of the region's history and its remnant forests is not very well presented nor interpreted. Even the Indians of pre-contact America were tuned in to the diversity of natural and cultural resources abounding in these pine forests.

I applaud them for their initial efforts although I do not think they have achieved what they wanted to with those efforts, probably due to the many staff changes they have undergone lately. They cannot help that!

I would be interested in some feedback about why the CVB is pressing on with so many trails. Maybe I feel this way because I do not know or see if that is what tourists want to do. What is the basis for being so trail driven?

Unfortunately, the CVB cries are probably falling on deaf ears to city officials because they do not know what to do with the CVB's efforts or are not making it a priority.

I have been encouraged at the number of hotel staff I have seen at different meetings and venues about the city. I think because hotels and cultural sites are at such different ends of the spectrum that has been part of the problem in the past with promoting "other assets" in the city/county. The CVB is the logical liaison between the two groups. They may need to focus some attention there.

A downtown trolley service that serves only the attractions could make it easier for visitors to get from place to place. If you are not familiar with Fayetteville, locating parking and finding your way can be a nightmare. Finding a parking space only once would make it a much more pleasurable visit.

I think that CHT is key for Cumberland County. However, I think that the people that answer the phone at the CVB are grossly under qualified to answer any questions. I have called to ask a question without identifying myself and have not gotten quick or reliable answers. Many people have relayed similar stories to me - I have asked each of them to contact John.

I am so happy at all the programs the CVB is putting forth. As I stated earlier, it will take some time and eventually, fruits of their labor will be seen.

All of the museums should work together to promote each other - and one consolidated brochure. The consolidated brochure is something CVB might want to tackle. I'm sure each museum would like to continue to publish their own.

Another package could be the museums located on Ft. Bragg. With the base restrictions, it is more difficult for the average person to visit the base attractions. Additionally, the tour package could inform potential visitors on how to make arrangements to get on the base and what to expect once they get there.

The CVB's PR efforts are excellent. Melody Foote is their most important single asset, and one of the most key people in promoting Fayetteville as a whole.

## **Appendix F Summary of Personal Interviews**

Four one-on-one interviews were conducted (3 in person & 1 via email) with Cumberland County public officials. Participants included:

- Mayor Chavonne,
- Bruce Daws, Historic Properties Manager,
- James Martin, County Manager, and
- Geo Livingston, President of the Fayetteville Area Hospitality Association.

The questions were varied slightly from the focus group questions. A summary of the feedback received follows.

There was general consensus that community leaders support tourism, but may still not fully understand the economic and social benefits. There was a feeling that the awareness of tourism in the city was growing, but that Cumberland County is still not considered a tourist destination. Some participants felt that the perception of Fayetteville still not favorable.

The military was seen as the largest market for Cumberland County. Family members of the service member want to see where they live.

Preservation of the many historical sites and buildings was also seen as important. Like many of the CHT leaders agreed in the focus groups, one interview participant said that Cumberland County's history needs to be the connecting factor in product development.

The need for gateway improvement and other beautification projects were of voiced. One participant said that there were pockets of nice areas in Fayetteville, but these were not connected by nice areas. Some infrastructure such as restaurants and hotels in the city are worn out. One participant also deemed the airport as not up to par. They do not positively reflect Fayetteville's improvements over the last decade. One suggestion was to establish stricter ordinances, zoning laws, and permit approval, particularly for older restaurants and hotels who are not actively promoting to tourists. However, there was a concern that "old money" holders in the community have not "bought into" beautification efforts.

Again, the river was noted as needing more development. One participant said that the city owns a large piece of a historic park- the river. Many participants thought that the Cape Fear River was underutilized.

The small attractions are at a disadvantage due to funding and staff needs. Many of these small attractions would like to be open to the public, but liability is a main concern. Insurance is too costly. One suggestion was to look into acquiring an insurance plan to serve as an umbrella policy over participating museums and other interested attractions.

One cause for concern regarded the disconnect between the city and the FACVB. Fayetteville decal stickers were brought up as an example of this disconnect. Both the city and the FACVB created decals, but these decals did not match. The promotion of the city should have a consistent theme.

Another example of disconnect was in the patriotic branding campaign. The idea behind the campaign was not criticized, but its introduction to the county was questioned. Some of the roll out activities of the branding campaign was perceived as a bit “hokey.” The ticketing of foreign cars in particular was noted. One participant said that other communities have been saying they were “most patriotic” longer.

The FACVB was credited with doing good job of pitching the community when they attend meetings and conventions outside of the county. Two participants would also like to see the Bureau continue to promote to bring conventions to Fayetteville. Although it was also said that the county lacks multiple convention centers/meeting facilities as well as a supply of quality hotels in the area of existing meeting facilities to meet the needs of conventions. Also of note was the need for the city to better plan for hotels near attractions, particularly near the coliseum complex.

One participant voiced that the Crown Coliseum was a drain on community funds. A large percentage of tax revenue goes to running the coliseum. It was suggested that the coliseum be made private so as to release funds for other programs

Additionally, participants would like to see the FACVB further promote understanding about the benefits of tourism to the community at large. Some participants would like the CVB to be a point of coordination for all tourism issues. The elimination of “turf” issues should be among its highest priorities. The CHT leaders need to come together without fighting.

## **Appendix G**

### **Cultural Heritage Tourism Assets**

#### Site Name

1897 Poe House  
82nd Airborne Division War Memorial Museum  
Airborne and Special Operations Museum  
Atlantic Coast Line Railroad Depot  
Averasboro Battlefield Complex  
Babe Ruth (Historical Marker)  
Bker - Haigh - Nimocks House at Heritage Square  
Bank of the United States (Historical Marker)  
Barges Tavern  
Baywood Pentecostal Holiness Church  
Belden Horne House  
Bethel A.M.E. Zion Church  
C.M. Stedman (Historical Marker)  
Camp Ground Methodist Church  
Campbelton (Historical Marker)  
Campbelton Landing  
Cape Fear & Yadkin Valley Railroad Depot (Transportation Museum to Open 2006)  
Cape Fear Baptist Church  
Cape Fear Botanical Garden  
Cape Fear Regional Theatre  
Cape Fear Studios  
Cedar Falls Baptist Church  
Charles Rose House  
Charter of UNC System (Historical Marker)  
Chas W. Chesnutt (Historical Marker)  
Colonel Arthur "Bull" Simon Statue  
Colton-Clark-Monaghan House  
Confederate Breastworks (Historical Marker)  
Confederate Women's Home (Historical Marker)  
Cool Spring  
Cool Springs Tavern  
Cotton United Methodist Church  
Cross Creek (Historical Marker)  
Cross Creek Cemetery  
Cross Creek Cemetery Civil War Trails Historical Marker  
Cumberland County Old Courthouse  
Cumberland Union Free Will Baptist Church  
Dr. A.S. Rose House  
Dr. John A. MacKethan House  
E.E. Smith Monument (at Fayetteville State University)  
Edward J. Hale Edward J. Hale House Civil War Trails Marker

Ellerslie Building  
Evans Metropolitan A.M.E. Zion Church  
Fair Oaks  
Falling Run Missionary Baptist Church  
Fascinate-U Children's Museum  
Fayetteville Arsenal Civil War Trails Historical Marker  
Fayetteville Independent Light Infantry Armory  
Fayetteville Independent Light Infantry Company Memorial  
Fayetteville Museum of Art  
Fayetteville Rose Garden  
Fayetteville State University  
Fayetteville State University Art Gallery  
Fayetteville State University Planetarium  
Fayetteville State University Theatre  
Fifer's Grave  
First Baptist Church  
First Baptist Church  
First Presbyterian Church  
First Presbyterian Church (Historical Marker)  
Flora McDonald (Historical Marker)  
Former Fayetteville City Hall  
Former Waddil's Store (Downtown Alliance)  
Fort Bragg Military Barracks and Parachute Shed Tour  
Fort Bragg Military Chapels Tour  
Freedom Memorial Park  
Galatia Presbyterian Church  
General Cornwallis (Historical Marker)  
Gilbert Theatre  
Golden Knights - U.S. Army Parachute Team  
Hale-Williams House  
Hay Street Methodist Church  
Haymount Presbyterian Church  
Helicopter Static Displays  
Henry Evans Memorial A.M.E. Zion Church (Historical Marker)  
Henry McLean House  
Holt-Harrison House  
Iron Mike Statue  
JFK Special Warfare Museum  
Kyle House  
Lebanon Baptist Church  
Liberty Point  
Liberty Row  
Longstreet Cemetery  
Longstreet Presbyterian Church  
MacPherson Presbyterian Church  
Magnolia Baptist Church

Main Post Chapel  
Mallet Rogers House  
Mansard Roof House  
Market House  
Marquis de Lafayette (Historical Marker)  
Marquis de Lafayette Statue  
Marvin United Methodist Church  
McGary-Small House  
McMillan-Rankin House  
Mill House Art (The Artist Mill)  
Monroe's Crossroads Battlefield Site  
Mount Olive Missionary Baptist Church  
Mount Pisgah Baptist Church  
Museum of the Cape Fear Historical Complex  
Old Bluff Church and Cemetery  
Old Bluff Church Civil War Trails Historical Marker  
Old Fayetteville Commons  
Old Town Hall (Historical Marker)  
Orange Street School  
Parachute Jumps at Sicily Drop Zone  
Parade Ground Civil War Trails Historical Marker  
Phoenix Masonic Lodge Number 8  
Piney Grove Freewill Baptist Church  
Plank Roads (Historical Marker)  
Radisson Prince Charles Hotel  
Rankin House and Gardens  
Rankin Wood Norris House  
Rev. James Campbell (Historical Marker)  
Robert Rowan (Historical Marker)  
Robert Strange (Historical Marker)  
Robert Strange Country House  
Robert Strange Town House  
Saint Andrews United Methodist Church  
Saint Ann's Catholic Church  
Saint John A.M.E. Zion Church  
Saint John's Episcopal Church  
Saint Joseph's Episcopal Church  
Saint Luke African Methodist Episcopal Church  
Saint Patrick Catholic Church  
Saint Patrick Catholic Church (Historical Marker)  
Salem United Methodist Church  
Sandford House/Oval Ballroom/Woman's Club at Heritage Square  
Sandy Grove Presbyterian Church  
Sardis Presbyterian Church  
Second Missionary Baptist Church  
Sedberry-Holmes House

Sherwood Presbyterian Church  
Simon Temple A.M.E. Zion Church  
Smith Lauder House  
Stedman Library (Old Train Depot)  
Taylor-Utley House  
The Arts Center  
The Etta Bell Clark Monaghan House  
The Fayetteville Observer  
The Fayetteville Observer (Historical Marker)  
The Gardens  
The Huske House  
The Market House Civil War Trails Historical Marker  
The Pond House  
The Sandford House Civil War Trails Historical Marker  
The Stage Door Theatre  
United States Post Office  
Up & Coming Weekly - Gallery 208  
US Arsenal (Historical Marker)  
William McDiarmid House  
XVII Airborne Corps Capabilities Briefing

## **Appendix H**

### **Summary of “Improving the Image of the Greater Fayetteville Area” Document**

In 2002, Brogan and Partners (Convergence Marketing) offered a plan entitled, “Improving the Image of the Greater Fayetteville Area.” The firm asserted that creating a brand association would make area residents, the state, and the nation think more positively about the Greater Fayetteville Area. The group collected citizen input and community leaders in politics, military, education, business and tourism and entertainment to understand the assets, attractions, and obstacles of the area. They received 1,030 online and on-paper surveys were analyzed. Selected sections of the results follow. The results of this study coincide with what was heard in the community focus groups as well as comments from citizen interviews/intercepts from the 2005-2006 Fayetteville Area Visitor Study & Cumberland County visitor study. All of the results reinforce the need for a positive brand and community pride campaigns.

How would you describe the current image of the Fayetteville area?

- Outstanding 1.4%
- Good 26.6%
- Fair 35.2%
- Neutral 20.0%
- Poor 16.8%

Do you think Fayetteville’s image is improving?

- Yes 77.7%
- No 22.3%

Do you think Fayetteville is improving?

- Yes 82.7%
- No 17.3%

Top 5 things people surveyed would like others to understand.

- Downtown is in the midst of revitalization.
- Quality of life is better than people think.
- Crime isn’t as bad as people think.
- Military presence improves the community
- We have more cultural activities than people think.

In addition 11 one-hour interviews with local citizens from various segments of the population and 12 citizen group meetings including town hall meetings and “traveling town hall meetings” were held and an online/on paper survey was conducted. They found that residents had a neutral to negative image of Fayetteville, even though they were optimistic about the future and that things were improving. Within NC, the interview participants thought Fayetteville had a negative image, mainly because people considered the town to have high crime and a military town. Nationally, participants thought Fayetteville had a neutral image and that people had only heard of the city because of Fort Bragg.

Though there is a general feeling that the military contributes to the negative image, participants in this study said that the military was one of the single things that make Fayetteville better than its competing cities. They also cited rich history, arts, people, convenience and hometown feel. Other key sentiments were:

- Fayetteville's biggest image obstacle surrounds the "Fayette-Nam," "Fatalville," "No Hope Pope," "Fay"ugg"ville stereotypes that have been spreading for years. Its own citizens voice this.
- Fayetteville's diversity is one of its greatest assets.
- Residents of Fayetteville often underestimate the value of their attractions, saying there is nothing to do or by taking their visitors to Raleigh.
- Fayetteville's festivals bring the community together and set it apart from its competitor cities, of Raleigh, Wilmington, and Southern Pines.
- Art museums and theatres in Fayetteville are superior to other similarly sized cities.
- History buffs, military retirees, and seniors are the most likely groups to visit Fayetteville for tourism purposes.
- Fayetteville's unattractive entrances into the city off of I-95 and its lack of an E/W corridor are significant hindrances to tourism.
- Spring and fall are the best times to attract visitors.