

# *The State of North Carolina*


## **2025-2034 State Historic Preservation Plan**



# The State of North Carolina 2025 - 2034 State Historic Preservation Plan

A publication of the  
North Carolina Department of Natural and Cultural Resources  
Office of Archives and History  
Division of Historical Resources  
North Carolina State Historic Preservation Office

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Raleigh, North Carolina  
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Approved by National Park Service 

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## **Cover Photos:**

**Top Row, Left: Williford Cottage, Nags Head, Dare County.** The 1934 Williford Cottage is a notable example of traditional cedar shake beach cottage architecture in the Nags Head Cottage Row Historic District. A 2021-2022 federal / state historic tax credit rehabilitation preserved the cottage for continued use by elevating the structure to match other elevated beach cottages along this barrier.

**Top Row, Right: R.J. Whitley Store, Zebulon, Wake County.** The two-story masonry commercial building was built in 1917 for use by R. J. Whitley's lumber business. A 2019-2022 federal / state historic tax credit rehabilitation in the newly National Register listed Zebulon Historic District upgraded the building for a coffee shop on the first floor and an office tenant upstairs.

**Middle Row, Left: Streiby Congregational Church, Randolph County.** Site visit by NC State Historic Preservation Office (HPO) National Register Coordinator Jeff Smith and Restoration Specialist Brett Sturm with constituents Margo Williams and Jerry Loughlin for a consultation to aid in National Register eligibility assessment and restoration services technical advice, both programs of the office.

**Middle Row, Middle: Division of Historical Resources staff retreat, Raleigh.** Held in December 2022 at the former All Saints Church in Raleigh, now an events venue, this event launched the state planning process with participation from the entire division, including State Historic Preservation Office, Office of State Archaeology, Historical Research Office, and the Eastern and Western regional offices.

**Middle Row, Right: Korner's Folly, Kernersville.** 2022 CLG grant project site visit by HPO staff Restoration Services Branch Supervisor Mitch Wilds, Local Government Coordinator Kristi Brantley and Grants Coordinator Michele McCabe with representatives from Forsyth County government and its non-profit owner.

**Cover Photo Bottom Row: Local Government Training for Certified Local Government Preservation Commissions, Swansboro.** Participants and staff at a 2022 eastern regional training organized by HPO Local Government Coordinator Kristi Brantley and Grants Coordinator Michele McCabe.

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# Acknowledgements

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This plan also reflects the cooperative work of the entire North Carolina State Historic Preservation Office as well as many other individuals of the North Carolina Department of Natural and Cultural Resources, particularly:

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## **North Carolina Historical Commission**

**Chair David Ruffin and its members**

## **Members of North Carolina's National Register Advisory Committee**

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**Melissa Timo**, Cemetery Specialist  
**Kimberly Urban**, Assistant State Archaeologist  
**Terry Williams**, Conservator

\*Member of State Plan Drafting and Review Committee

# Vision Statement

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That North Carolina’s citizens, with their diversity of backgrounds, roles, and aspirations, work together to support the identification, protection, and enhancement of the State’s historic resources, which provide deep roots to support future development, help us better understand ourselves and others, and offer a sustainable tool to ensure stewardship of our State’s history, economic growth, and a better future.

# Mission Statement

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The mission of the North Carolina State Historic Preservation Office is to help the state’s citizens, private organizations, and public agencies identify, protect, and enhance North Carolina’s historic resources and communities through a coordinated program of incentives and technical assistance for today and future generations.

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# Foreword

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With deep appreciation for your interest in our state’s rich history and unique historic communities, I invite you to enjoy and embrace the vision set by the State of North Carolina’s official statewide historic preservation plan for 2025 through 2034, prepared by the North Carolina State Historic Preservation Office, the official state agency for historic preservation in North Carolina. Our state has a broad and ever growing network of preservation constituents and advocates, and this plan reflects the input of North Carolinians just like you, from ordinary citizens to investors to members of not-for-profit organizations to government officials.

Why is a statewide historic preservation plan important? Our cultural history – available to all of us through our architecture, our landscapes, and our archaeological heritage – collectively give us our sense of place. Together they provide us with the context for our daily lives and one worth stewarding for today and future generations. Our latest plan gives us a compelling direction for how we can collaboratively preserve and steward the most valuable reminders of our shared history from Murphy to Manteo. Our plan endeavors to set clear, achievable goals for the next ten years that support community stability and economic vitality through the preservation of our state’s legacy assets – its historic architecture and landscapes and archaeological heritage. Ultimately, then, this plan is meant to serve as a guide for maintaining and enhancing the quality of life and recognizing the contributions of all in your community through historic preservation.

Like other states, North Carolina faces new economic times that will continue to have an impact on the lives of its citizens. It is therefore important that we continue to emphasize as our basic mission a dedication to public service and efficiency. We strive to serve you enthusiastically and expertly with comprehensive information and services to enable you to go about preserving the landmarks, buildings, neighborhoods, and landscapes left to us by past generations. We will focus on core objectives, such as continuing to identify, recognize, and enhance our historic communities by fostering local preservation efforts; growing and maintaining partnerships; providing expert assistance and support to North Carolinians for their historic preservation efforts; creating jobs and improving the economy through historic preservation rehabilitation projects; and encouraging a greater appreciation for preservation of our state’s heritage and the history of all North Carolinians.

As this plan acknowledges, we cannot accomplish much in the direction it points without your help. I invite all of you – from longtime friends to new and potential partners – to embrace and implement the elements of this plan to the greatest extent you are able. Through historic preservation we can all keep North Carolina the best place to call home. On behalf of the North Carolina Department of Natural and Cultural Resources and the North Carolina State Historic Preservation Office, I thank you for your interest in North Carolina’s history and your commitment to preserving it for today and future generations.

Sincerely,

*Dr. Darin Waters*

State Historic Preservation Officer

# Historic Preservation in North Carolina:

## Why is Historic Preservation Necessary?

Recognizing the importance of historic preservation – and by extension, the shared humanity and dignity of the individuals who have come before us – today and into the future has been the foundation of the North Carolina State Historic Preservation Office’s mission since its inception. Most of the individuals surveyed for this plan believe that preserving the tangible evidence of our state’s history and those who lived it plays an important role in maintaining their individual communities’ identity, fostering a sense of shared history, in turn, incorporating both the triumphant with the tragic, and all these goals working together to provide us with an orientation to the present and to the future.

The field of historic preservation arose in the mid-nineteenth century, when the Mount Vernon Ladies’ Association came about to protect the estate of George Washington. From that point, broader efforts developed more fully through activism, legal decisions, and legislation. In 1896, the Supreme Court of the United States decided in the case of *Gettysburg Electric Railway Co. v. United States* that the preservation of historic places (in this case, the Gettysburg Battlefield) was indeed a valid public purpose.

In North Carolina, organized governmental interest in historic preservation began in 1903 with the founding of the North Carolina Historical Commission, the third oldest state public history program in the United States. Four years later, the North Carolina General Assembly expanded the commission’s powers to include the “preservation of battlefields, houses, and other places celebrated in the history of the state.” In these formative years of the preservation movement—at both the national and statewide levels—interest was focused on resources and sites significant primarily in military and political history and emphasized American’s Colonial history through the Civil War. In 1978, William Murtagh (noted preservationist and first Keeper of the National Register of Historic Places) described the situation of the North Carolina Historical Commission in the early decades of the century: “Because of higher commitments and a limited budget, the historical commission could do little more in the field of historic preservation than express concern and offer advice.” (Crow, *Public History*, 66).

Although the non-profit organization North Carolina Society for the Preservation of Antiquities (or as it is now better known, Preservation North Carolina) was founded in 1939 to address the inability of the state government to directly affect the preservation of historic resources, it soon became clear that further government involvement would be necessary. In 1947, the Antiquities Society with Christopher Crittenden, then director of the North Carolina Department of Archives and History, called for a statewide survey of historic structures and for the legislature to provide protection for the indiscriminate demolition of the state’s historic structures. Again in 1964, the Department of Archives and History (later



a constituent part of the Department of Cultural Resources, today the Department of Natural and Cultural Resources) called for a statewide historic sites survey. Three years later, the state began its first systematic survey with a grant from the Smith Richardson Foundation in Greensboro.

Despite efforts to recognize historic resources, the impact of the Housing Act of 1949, Federal Aid Highway Act of 1956 and locally sponsored urban renewal projects—many of which were fueled by federal funding—resulted in the demolition of countless historic resources and destruction of vital neighborhoods throughout the United States. The passage of the National Historic Preservation Act (NHPA) of 1966 responded to the nationwide loss of historic resources by establishing a comprehensive framework for a federal historic preservation program. The NHPA solidified the foundation of the historic preservation movement at the federal level and established a clear relationship based in the principal of federalism for cooperation between federal efforts, carried out by the National Park Service, and preservation programs in each state, the genesis of the national network of State Historic Preservation Offices.

In 1969, North Carolina received its first federal preservation grant in the modest amount of \$4,181. The following year, the state developed its first historic preservation plan, calling for the identification of historic properties and protection through a state environmental review process, local district and landmark controls, and public education. The National Park Service accepted the first National Register nominations from North Carolina early in 1970 and the state expanded survey, environmental review, and restoration assistance programs. In addition, North Carolina initiated its official program of statewide preservation education. Since then, historic preservation programs in North Carolina have evolved to their present configuration. A 2015 merger of elements of the former North Carolina Department of Environment and Natural Resources, including the state park system, with the then state Department of Cultural Resources, our former parent agency, has brought about new opportunities to see preservation as a larger holistic effort to conserve our environment, both built and natural.

Though the term “historic preservation” may mean different things to different people, for the purposes of this plan, historic preservation is understood to be the identification, evaluation, registration, restoration, and rehabilitation or preservation of historic buildings, structures, and sites important in American history and prehistory at the local, regional, statewide, and/or national level. The programs of the North Carolina State Historic Preservation Office (HPO), in partnership with the North Carolina Office of State Archaeology (OSA), focus on one or more of these aspects of historic preservation, enabling our offices to work more effectively with our varied constituencies.

This plan is intended not just for preservation professionals, old building enthusiasts, and others whose occupation or avocation leads them to the field of historic preservation.

Rather, it is directed toward all who may benefit from the services of the HPO, including private investors, property and business owners, planners, government employees, elected and appointed officials, educators, users of historic resources, diverse ethnic and cultural groups, and special populations such as individuals with physical challenges. Finally, because the HPO works within an established legal framework and its programs are based on forming relationships with stakeholder groups and individuals at the local, regional, statewide, and federal levels, this plan is intended to transcend bureaucratic and organizational boundaries and bring together those in the public and private sectors of all backgrounds to accomplish our shared goals of preserving tangible reminders of North Carolina's history for today and future generations.

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# North Carolina's Cultural Resources

From its barrier islands to mountain peaks, North Carolina is rich with historic places and archaeological sites that chart centuries of human experience across a diverse natural and cultural landscape. Most of the major themes of the state's history and prehistory have received at least some recognition over the years through field studies, nominations to the National Register of Historic Places, and designation by local governing boards. New themes are developed and familiar themes are expanded with the identification of significant buildings, sites, and cultural patterns in the course of the state's continuing archaeological and historic property surveys. Many are closely intertwined. The following summary addresses major themes and current developments within them, but is by no means comprehensive.

**Prehistoric and Historic Archaeological Sites:** Archaeological sites reveal more than 12,000 years of human habitation before European contact in what was to become North Carolina. The basic chronology and principal themes of American Indian habitation were developed by archaeologists through decades of field work in the twentieth century. Additional sites continue to be identified through the work of university research laboratories and in archaeological surveys prior to environmental impacts. Archaeology is also the principal way we understand the early historic period of European and African contact and settlement. The discovery in Beaufort Inlet of the remains of the *Queen Anne's Revenge*, flagship of the pirate Blackbeard, and excavations at the Berry Site in Morganton, a sixteenth century Spanish contact site, have generated much public interest and support. Widespread development pressures make archaeological sites because of their very nature as sometimes unknown or hidden sites particularly vulnerable to inadvertent discovery and disturbance.

**Agriculture:** Until the mid-twentieth century North Carolina was predominantly agricultural. Plantations and farms from every generation are central to the state's history and character. Early National Register nominations often focused on the architectural qualities of the largest plantation houses, though in recent years more attention has been given to the associated landscapes and social history. The state's survey program has always identified the simpler farmhouses, tenant houses, barns, and outbuildings of many eras that convey the modest living of the majority of rural families. Compared to their once comparative ubiquitousness, relatively few such places have been nominated to the National Register, and the stunning pace of development in once rural areas, particularly adjacent to larger cities, threatens much of North Carolina's rural architecture and landscape. Of particular concern has been the loss of buildings associated with traditional tobacco cultivation, curing, and marketing, all made obsolete by new methods of production and sales. Several rural historic districts have been identified, and a few registered, but the absence of complimentary zoning or local preservation programs has left them vulnerable. Concern as to the rapid, wholesale conversion of agricultural lands and forests into residential

subdivisions and commercial areas was a leading theme in our public outreach efforts for this plan's development. Alternatively, some areas of the state are experiencing divestment and depopulation, with many buildings linked to these agricultural lifeways being abandoned or underutilized.

**Urbanization:** This broad theme includes elements of transportation, commerce, industry, community planning, politics and government, social history, ethnic heritage, engineering and public works, education, public health, architecture, and others. Until the late twentieth century, North Carolina had a dispersed pattern of urbanization, with small towns arising along the railroads as trade and social centers for their surrounding areas. Most retain at least remnants of their historic commercial centers encircled by early residential neighborhoods and suburbs. These places have received the lion's share of preservation attention in recent decades, primarily because of the active participation of many municipalities and urbanized counties in preparing National Register historic district nominations to assist redevelopment efforts in historic downtowns and neighborhoods. The last two decades have witnessed regular studies of African American neighborhoods in many corners of North Carolina, and growing grassroots and state efforts to document and preserve important African American resources statewide, including extant Green Books properties. County preservation commissions in urbanized counties have increasingly relied upon state law means to landmark individual buildings to help preserve remnants of earlier development patterns as well as cemeteries of many types, increasingly subject to discovery and preservation as new development encroaches.

**Transportation:** Overcoming natural barriers to transportation on the path to becoming "the good roads state" is a central theme throughout North Carolina history. Many places associated with the state's transportation history, including its lighthouses, a number of lifesaving stations and railroad stations, and portions of two major canals, have been identified and listed in the National Register. Early service stations, motor courts, and other sites associated with the first decades of the automobile era are also routinely surveyed, though few are registered. The Department of Transportation completed a survey of historic concrete bridges in the last twenty years, though as shown by a survey and evaluation of metal truss bridges undertaken in the late 1970s, bridge preservation remains problematic. Beyond the First Flight site at Kill Devil Hills, little has been identified or evaluated, much less designated, in the area of air transportation; much of North Carolina's early aviation history has been superseded by airport improvement projects. Public interest has emerged in the identification of early road traces, fords, river navigation improvements, as well as railroad and highway corridors.

**Religion:** Early settlement groups planted their faith as well as their crops in their new land. Generations of church buildings -- grand and modest, rural and urban -- of Episcopal, Quaker, Methodist, Baptist, Presbyterian, Lutheran, Reformed, Moravian, and a few Catholic and Jewish congregations have been surveyed, and many are registered. Churches built for African American congregations established after emancipation are also routinely

identified in surveys, and increasingly more have been registered. Relatively little is known of places associated with evangelical denominations that have emerged in the more recent past or of places of worship of ethnic and national groups immigrating to the state in the second half of the twentieth century; new North Carolinians have brought additional faith traditions in the last 25 years, and mosques and temples are built anew or reuse churches with defunct or moved congregations. The preservation of cemeteries, whether affiliated with religious congregations or in public or private hands, continues to be of great public concern. The State Archives sponsors a statewide cemetery survey that relies on local volunteer groups. The OSA is often the first point of contact when unmarked graves or abandoned cemeteries are discovered, and a Cemetery Specialist position created in the last decade has overwhelming public demand for technical assistance and service. OSA has led efforts in the last 5 years to digitize and map all known cemetery records available from official sources, and has identified to date over 50,000 cemeteries of all ages statewide. Unmarked graves and burial locations come to the fore with infrastructure projects and development projects, including those of pre-contact American Indians, individual families, and African American cemeteries.

**Industrialization:** The survey program has always given attention to the state's traditional industries – textiles, tobacco, and furniture – and many factories and associated mill villages have been registered and locally designated, often prompted by the potential for rehabilitation tax credits, including the recently continued state tax credit favoring mill rehabilitation, and property tax deferral. The mass exodus of these industries from the state led to special state legislation to encourage the adaptive use of old industrial buildings, but loss of jobs has placed the future of many residential mill villages in jeopardy as their populations dwindle. The state's "mill credit" has paid dividends as intended with multiple anchor factories in large and small communities alike being reinvented as mixed use centers, affordable workforce housing, market-rate apartments, and even schools. Technology and bio-medical facilities throughout the state continue to attract investment, and those campuses may be the next generation of historic resources.

**Education:** A number of nineteenth century academy buildings, early one- and two-room public schools, and the historic cores of several college campuses received attention in the early years of the state's survey and registration program, and have benefited from local or National Register designation. The late twentieth century consolidation of public schools has led to the abandonment of many of the two-story brick schools of the 1920s and 1930s; others yet more recent from the 1940s through 1960s have been the subject of historic tax credit investment, most often as residential apartments. But local preservation groups – at times working in opposition to unsympathetic school boards – have led efforts to preserve a number of these buildings for housing and civic uses, but such efforts are dependent on the survival of such institutions. In recent decades, the HPO initiated both a grassroots effort and internal project within our office to locate and record all that remain of more than 800 Rosenwald schools erected in North Carolina for rural African American students between the 1910s and early 1930s. More than 30 Rosenwald schools have been registered and over

40 identified as potentially eligible for the National Register. In 2015, the Keeper of the National Register approved a multiple property documentation form prepared by HPO staff, "Rosenwald Schools in North Carolina," which will facilitate future nominations of the state's Rosenwald schools to the National Register.

**Military:** The state's major battlefields and forts associated with the War of the Regulation, the Revolutionary War, and the Civil War have long been recognized, though some are threatened by encroaching development. Stimulated in part by the work of the National Park Service's American Battlefield Protection Program, public interest has grown in sites of smaller battles, skirmishes, and encampments, with several recent National Register or National Historic Landmark nominations generated in the recent decades; these include Civil War battlefields near New Bern, Kinston, Averagesboro, Bentonville, and Wyse Fork. The state's large permanent military installations at Fort Liberty (formerly Fort Bragg), Pope Air Force Base, and Camp Lejeune retain buildings and features from the first half of the twentieth century are now subject to removal or alteration as military needs and programs change. Numerous resources at these facilities have been determined eligible through consultation between the professionals in the bases' Cultural Resources Management Programs and the HPO. The upcoming 250<sup>th</sup> anniversary of the founding of the United States together with the newly federally designated Southern Campaigns of the American Revolution National Heritage Area are generating new interest in locating the sites of Revolutionary War combat, particularly those of lesser-known skirmishes.

**Recreation and Tourism:** The state's beaches, mountains, and mineral spring spas have drawn tourists since the nineteenth century, and a number of early resort hotels, summer houses, and summer communities like Roaring Gap, Linville, Little Switzerland, Nags Head, Montreat, Flat Rock, and Highlands predate the era of mass automobile tourism. Development and the ravages of nature threatens older resort fabric, especially in parts of the coast and mountains.

**The Recent Past:** North Carolina has a distinguished collection of early modernist architecture from the late 1940s into the 1960s reflecting the influence of the School of the Design at N.C. State College (now University) and forward-thinking architects such as A.G. Odell in Charlotte and Six Associates in Asheville. Built as harbingers of what was to have been the bright new age of modernism, many of these buildings are subject to the same public indifference that the architecture of previous generations endured in the mid-twentieth century. Charlotte, Raleigh, Fayetteville, and Greensboro have undertaken surveys of post-World War II buildings. A number of Raleigh's early modernist works designed by School of Design faculty and a few landmarks of the International Style elsewhere have been registered and locally designated. Brutalist architecture is relatively widespread, but is seemingly threatened and subject to demolition before it reaches 50 years of age; our office is just now surveying this era of architecture.

Public interest is emerging for the conservation of neighborhoods developed in the first decades after World War II, including those composed primarily of Ranch, Split-Level, and other popular styles of the period. Since 2010, multiple neighborhoods developed from the late 1940s through the mid-1960s, several of which were developed originally strictly for African Americans, have been listed in the National Register. The greatest threat to these and older neighborhoods has been the phenomenon of tear-downs, where developers bulldoze smaller older houses in desirable neighborhoods for replacement with larger houses. While the threat abated with the collapse of the real estate market beginning in 2008, this tendency has indeed remanifested itself, particularly in popular metro areas such as Charlotte, Raleigh, and Asheville, where often times the monetary value of soil on which the home rests far outstrips the assessed value of the structure.

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# Implementation of the Last Plan

## (2013-2022, extended through 2024)

Through the efforts of the HPO and our wide range of partners, the vast majority of the objectives set forth in our last statewide preservation plan were met or significant progress made on them. While the plan was meant to guide preservation efforts by all interested parties, the report below focuses primarily on the HPO's achievements and some of the better-known preservation accomplishments of other organizations.

At the time of our last plan's adoption, we could not have foreseen the tremendous upheaval posed by the COVID pandemic. Perhaps more predictable were the larger conversations – sometimes fraught but nearly always fruitful – that resulted in a greater national elevation of public history, and by extension, historic preservation as a topic of even greater societal interest. Legislative changes to the state historic tax credit program, including a repeal, rewrite, and later reintroduction of earlier programs, were cause for additional change, and with it, opportunities. As a result of these and other circumstances, the day-to-day emphasis of the office's work shifted or was amplified to meet constituent needs in a much more dynamic and somewhat altered fashion than the original plan envisioned.

Many objectives outlined in the last plan were indeed closely linked to the core responsibilities of the HPO and North Carolina's other public and private preservation organizations or necessitate modifications to established operating procedures, and both situations required funding beyond what was appropriated. Three separate gubernatorial administrations during the last plan's period brought variability along with three different State Historic Preservation Officers, shifting program focus. Rank-in-file staff changes included retirements of long-tenured employees and resignations resulting in large-scale staff turnover and introduced additional capacity constraints on the ability to fulfill all goals. Four major hurricanes – Matthew, Florence, Michael, and Dorian – disrupted communities throughout our state, but with it brought much needed Emergency Supplemental Historic Preservation Fund grant monies for hurricane recovery and the opportunity to hone further our strong relationship with federal and state emergency management and recovery colleagues. Of particular interest was adaptation and resilience strategies for North Carolina's historic places. Finally, we observed a wide variety in the goals and objectives of and personnel changes at individual partners such as nonprofit organizations, and state and federal agencies, likewise limiting our collective ability to reach 100% fulfillment of our goals, some of which are ongoing needs and core fundamentals of our preservation program in any event.



The broad historical and societal changes of the last period provide great opportunity to revisit and readopt some goals and to embrace others not contemplated or prioritized previously.

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Goal / Tasks	Accomplished?
<b><u>Outreach/Communication</u></b>	
<b><i>Heighten the HPO's role as the State's official historic preservation agency</i></b>	
<i>♣ Increase the HPO's social media profile by growing the HPO's Facebook page/posts, e-newsletter and their recipient lists</i>	<b>YES</b>
<i>♣ Produce an annual "HPO Report Card" to distribute to state and local agencies, officials, and other interested parties</i>	<b>YES</b>
<i>♣ Create and distribute "flyers" that highlight new National Register listings, key rehabilitation tax credit projects, CLGs, grant awards, and historic preservation success stories</i>	<b>YES</b>
<i>♣ Better integrate the news and services of HPO on the Department of Cultural Resources webpage</i>	<b>YES</b>
<b><i>Expand access to HPO services and incentives to increase participation in historic preservation efforts across North Carolina</i></b>	
<i>♣ Work efficiently with local and regional partners to offer historic preservation educational opportunities that are widely publicized</i>	<b>YES</b>
<i>♣ Collaborate with local, regional, and state partners to heighten awareness of and participation in Preservation Month</i>	<b>YES but more to do</b>
<i>♣ Host an inaugural statewide summit for local preservation commissions and their staffs</i>	<b>YES</b>
<b><i>Continue building a constituency that supports historic preservation as a civic virtue vital to community development, economic vitality, and quality of life</i></b>	

<p>♣ <i>Seek out new constituencies among realtors, attorneys, local government officials, neighborhood groups, planners, youth, underrepresented demographic groups, and small businesses and provide targeted information and training opportunities for them, including continuing education credits</i></p>	<p><b>YES but more to do</b></p>
<p>♣ <i>Solicit invitations from civic groups across the state to make “Meet Your HPO” presentations</i></p>	<p><b>YES but more to do</b></p>

Our efforts in the Outreach / Communication as well as Education / Technical Service areas were particularly strong as we partnered with both traditional as well as less expected preservation partners on the local, regional, and statewide levels.

**Workshops and trainings.** In a pre-COVID year, we averaged three to six regional Certified Local Government workshops, hosted in partnership with local preservation commissions, made presentations at the annual statewide Preservation North Carolina conference on a wide variety of preservation topics, including training that would count for CLG credit, and held a dozen or more historic tax credit workshops throughout the State for a wide variety of constituents. As staff capacity allowed, we also offered a wide range of tailored one-on-one local government training workshops in rural and metropolitan areas, designed to foster wide knowledge of Certificate of Appropriateness (COA) best practices as well as “Beyond the COA” presentations to encourage survey and inventory work as well as education and outreach activities.

Additionally, we sought new and innovative partnerships with a wide variety of professional disciplines and organizations, and found ourselves welcome on statewide training agendas to inject preservation topics into their educational offerings; more information about these efforts is found in the next section.

We also offered biennial consultant workshops for architectural survey and National Register professionals, incorporating best practices, retrospectives on successful survey projects and National Register nominations, and presentations from our National Park Service reviewer James Gabbert. We also participated in preservation trades fairs with Edgecombe Community College and career roundtables with public history graduate students, particularly those enrolled in the North Carolina State program.

The hiring of a cemetery specialist for the Office of State Archaeology just prior to the pandemic allowed for a new level of education and outreach for historic cemetery

identification, preservation, and protection, and constituent demand has at times exceeded staff capacity, leading us to request additional personnel to meet the need.

The unexpected arrival of an international pandemic brought in-person training effectively to an end for approximately two years, and with it, brought opportunities for a wider constituent reach through virtual platforms, including creation of an on-demand YouTube channel through our parent agency, for certified local government and general constituent training. Topics included Architectural History 101, Local Preservation Commission State Enabling Legislation, Introduction to the North Carolina African-American Heritage Commission, Comprehensive Community Preservation, Secretary of the Interior's Standards, Historic Rehabilitation Tax Credits, Prepare Now for Future Weather Events (resiliency focused), Preserving Historic Cemeteries, and Sustainability for Historic Buildings. The Covid-era effort substantially supplemented earlier videos, which we also made available on YouTube, which were focused on disaster preparedness and recovery in the historic preservation context (including elevation case studies and a primer on drying out historic buildings after flooding) as well as user videos for our statewide GIS mapping enterprise HPOWEB.

**Preservation Month activities.** Staff participated in local Preservation Month gatherings at the invitation of constituents and partners, and the HPO Facebook page often featured Preservation Month activities. One example is a community celebration of the National Register listing of the historically African American College Heights neighborhood district in Durham in collaboration with Preservation Durham; this nomination was made possible through a National Park Service Underrepresented Communities Grant.

**Statewide preservation commissions summit.** We launched our annual statewide summit for preservation commissioners and staffers in 2017, and continued annually until the advent of the pandemic, shifted to quarterly on-line webinars during 2020 and 2021, and resumed the in-person gathering in 2022.

**New outreach and collaboration opportunities.** Throughout the period, in addition to our traditional preservation allies, we sought less conventional venues and professional partners for our outreach and collaboration opportunities, making great strides to be inclusive and strategic, and indeed entrepreneurial in our efforts, to incorporate preservation throughout various professional disciplines and subject-matter foci, including the following opportunities:

- **Leverage NC partnership.** HPO participates as a partner in a multi-agency / - organization partnership between the NC League of Municipalities, NC Department of Commerce and its Main Street and Rural Planning Center, and the NC Downtown Development Association. Leverage NC serves as a resource to further local government economic development efforts through a carefully curated catalog of

educational offerings and expert resources, providing cities and towns statewide the tools needed to strengthen local economies and support enhanced business opportunity. HPO staff have made multiple presentations as live webinars (which were recorded and made available on-demand through the Leverage NC website), including the historic tax credit program, Secretary of Interior's Standards, the National Register of Historic Places, GIS tutorial for HPOWEB, and a resiliency-oriented presentation entitled "Making Historic Buildings More Resilient to Hurricane and Flood Events". Statewide participation has been immense and gained our office more exposure to our services and programs to enhance constituent assistance.

- **North Carolina chapter of the American Planning Association.** HPO staff participated in statewide conferences, offering Section 106 training and Local Commission law for local non-preservation planners.
- **North Carolina Attorneys and Legal Professionals.** Deputy SHPO Bartos provided multiple tailored trainings to members of the state bar association – all practicing attorneys. The Land Use and Planning Section of the North Carolina Bar Association requested continuing legal education presentations on Historic Preservation Commissions and Common Historic Preservation Issues in 2015 and 2016, and the North Carolina Association of Municipal Attorneys hosted our training on local and state historic preservation programs in 2021.
- **North Carolina Association of Floodplain Managers.** HPO presented at this organization's conference about the intersection of historic preservation concerns with floodplain management issues, including elevations. Additionally, three HPO staffers took the FEMA Floodplain Management basic course for professional development purposes.
- **NOAA / OSA partnership.** The Office of State Archaeology launched a multi-year series of educational outreach opportunities entitled *Submerged North Carolina*, in partnership with NOAA's Monitor National Marine Sanctuary and focused on the role of Coastal North Carolina as a uniquely accessible underwater museum and mariner memorial, and shipwrecks, the hallmark of North Carolina's underwater cultural heritage. Digital online webinar-style lectures began in February 2021, and continue presently and have included *Hidden Beneath the Waves – Exploring North Carolina's Underwater Cultural Heritage*; *Oases for Marine Life – Shipwrecks in 3D* as well as near-shore archaeology, NC beach wreck tagging, recovery and conservation of American Indian canoes, and merchant mariners. We were exceptionally proud of the audience – spanning the state and internationally – that we have reached.
- **North Carolina Rural Infrastructure Authority grantmaking commission.** Environmental Review staff and the Deputy SHPO provided training to the commission for Section 106 and "state 106" purposes.
- **Keeping History Above Water.** In addition to actively attending these biennial gatherings through the period (Annapolis and St. Augustine), HPO staffers joined by colleagues from the Office of State Archaeology and Division of State Historic Sites presented at the 2022 Norfolk conference about the innovative project to preserve vulnerable archaeologically sensitive and historic lands at Brunswick Town / Fort

Anderson through installation of wave attenuators along the shoreline of the Cape Fear River. This technology – which combines both natural and cultural resource protection – is a model for other historic places in America, threatened by “water where it doesn’t belong”.

- **National Alliance of Preservation Commissions.** HPO has co-sponsored and funded through CLG grants multiple sessions of their Commission Assistance Mentoring Program (CAMP) in the last decade throughout the state, as well as providing Section 106 training at their 2022 biennial Forum in Cincinnati. We also hosted two sessions of NPS-funded Disaster Resiliency CAMPs in 2022 and 2023 for local historic preservation commissions affected by Hurricane Florence and Hurricane Michael or just seeking knowledge as to how best prepare their communities.
- **North Carolina and National Land Trusts and Land Conservation Entities.** We worked collaboratively with multiple land trusts, regional and statewide, to protect lands, particularly those acting as buffers to existing local, state, and national historic sites, as well as battlefield lands at Alamance Battleground and Averbosboro, Bentonville, and Wyse Fork Battlefields. An America 250 initiative currently underway has us mapping less well known Revolutionary War battlefields and skirmish sites with hopes to protect them with private land trusts as well as with NC Wildlife Resources and the North Carolina Parks Division State Trails unit. We continue also to work collaboratively with our parent agency’s land conservation granting entity, the North Carolina Land and Water Fund; we follow on successes in seeking acquisition funding for a wide variety of historically or archaeologically significant lands through its predecessors the Natural Heritage Trust Fund program and Clean Water Management Trust Fund.
- **Building Showcases.** This pilot project boasts three events held in collaboration with local governments, chambers of commerce, realtors, and Governor Cooper’s Hometown Strong program. HPO Restoration Services staff worked cooperatively with representatives in individual municipalities in northeastern North Carolina to identify vacant or underutilized buildings in need of investment and rehabilitation that were also eligible for historic tax credits and with an interested owner. An on-site morning program explaining the various incentive tools available was followed by an afternoon tour of the identified buildings; three events have been held to date, pre-COVID in Elizabeth City and Tarboro (which hosted its own encore later because of the interest it generated), and in late 2022, in Ahoskie. We continue to seek new communities interested in hosting their own building showcase in other regions of the state. We learned after each showcase that the intended effect occurred – new investments in old buildings, sparking increased historic preservation interest.
- **Emergency Management training.** We hosted in collaboration with the Federal Emergency Management Agency and state counterparts at the North Carolina Department of Public Safety multiple trainings for emergency management professionals for Section 106 training, especially for post-disaster recovery projects. Our state programmatic agreement with FEMA mandates periodic training, and we look forward to our next series.

- **North Carolina Association of County Commissioners.** Prior to the COVID pandemic, we exhibited by booth at the statewide conference to provide outreach and information about our programs and services for local counties. We continue to work with individual counties to foster county-wide preservation programs in the unincorporated areas, and welcomed Alexander County as our newest countywide preservation commission, which gained CLG status in 2022.
- **Moonshine and Motorsports Trail.** We provided technical expertise regarding relevant historic places to a multi-agency, multi-government initiative funded by the North Carolina General Assembly to highlight a state cultural trail focusing on the relationship between historical liquor production (especially moonshine) and motor sports (originating in fast cars used by illicit liquor manufacturers to evade law enforcement), represented now by entities such as NASCAR and races held in North Carolina.
- **Congressional Offices / Cemetery Workshops for Constituents.** We have worked closely with US Representative Alma Adams, whose district includes the Charlotte metro area, to hold constituent-oriented cemetery workshops to foster identification, preservation, and protection of cemeteries, particularly African-American or unmarked cemeteries. She herself has appeared at trainings in the past, and was the chief sponsor of the now enacted African American Burial Grounds Preservation Act.
- **Mountain State Fair.** HPO and OSA staff participated in the booth at the Mountain State Fair for the Western Office of our parent agency, highlighting programs and services to constituents attending this fair for the mountainous regions of North Carolina.
- **North Carolina Geological Survey.** OSA worked with both the NC Geological Survey and the Archaeology Branch of the NC Department of Transportation to conduct a prehistoric lithic raw material workshop, designed to better facilitate the identification of prehistoric stone artifacts in North Carolina, a complex topic of interest to both professional and academic archaeology.
- **North Carolina African American Heritage Commission.** We work frequently with this commission, dedicated to preserving, protecting, and promoting the state's African American history, art, and culture. Following an HPO-initiated preliminary study of North Carolina Green Book properties, the Commission applied for and was awarded an IMLS grant for a statewide community project entitled "Navigating Jim Crow: The Green Book and Oasis Spaces in North Carolina", which resulted in a traveling exhibit, community listening sessions, and oral histories. The HPO has built upon this project with survey files, and itself then applied for an NPS Underrepresented Communities Grant to prepare a Multi-Property Documentation Form to foster more Green Book property nominations statewide.
- **North Carolina Commission of Indian Affairs.** In 2014, the executive director of the NC Commission of Indian Affairs Greg Richardson formally invited our parent agency's Secretary Kluttz to join the commission as an ad hoc agency representative. Other state agencies (Administration, Commerce, DHHS, Labor and DENR) hold seats on the commission under state law (NCGS143B-407) but DNCR had never before had a formal relationship with the commission, despite long-standing interactions with the

department. Secretary Kluttz accepted Richardson's invitation, and tapped then state archaeologist Steve Claggett to represent DNCR and provide reports on topics where the Office of State Archaeology's services interested with the Commission's mission, including such topics as Indian Heritage Month celebrations at the NC Museum of History, a study of coastal archaeological sites threatened by coastal erosion and land loss, and an annual report on Office of State Archaeology activities that affect American Indian cultural resources across the state. In the last decade, Mr. Claggett and his successor State Archaeologist John Mintz participated in the commission's Cultural Resources Committee, where they have provided information on such matters as tribal recognition petitions, human grave protection, and archaeology education. Both the HPO and OSA continue to aid colleagues following the 2020 creation of a North Carolina Indian Heritage Commission within our parent agency.

- **American Indian Community.** The Office of State Archaeology continues to strengthen its service and to the American Indian community in North Carolina, perhaps the largest population wise east of the Mississippi River. It has participated in the annual Indian Heritage Celebration at the North Carolina Museum of History in November, offering presentations such as a paleoethnobotany activity for students and a presentation on American Indian foodways, and also in the annual North Carolina Indian Unity Conference in March, presenting among other briefings a workshop entitled "Using Archaeology to Learn from North Carolina's Ancient Peoples". A \$108,000 federal grant in 2018 from the Institute for Museum and Library Services provided funding to a cross-divisional team, including from the NC Division of State Parks and the Office of State Archaeology to conserve American Indian dugout canoes recovered from Pettigrew State Park, leading to additional outreach. These events and activities are examples of purposeful engagement with the American Indian community in North Carolina.
- **Public Archaeology Day, City of Raleigh.** This event was held in October 2019 at the well-known Pullen City Park and featured various archaeology outreach activities for children, young and old. Participants and partners included NOAA Monitor National Marine Sanctuary, William Peace University Anthropology Department, NC State Anthropology Department, East Carolina University Anthropology Department, UNC-Chapel Hill Research Laboratories of Archaeology, North Carolina Archaeological Council, and the Public Archaeology Corps. We estimate that 600 plus visitors came to the event, including at least a third being school-aged children. The advent of the COVID pandemic the next year curtailed our efforts to repeat this event, but we hope to replicate it elsewhere in the next cycle as a regular occurrence.
- **Edgecombe Community College.** We have frequently worked with Edgecombe Community College's Historic Preservation Trades program through guest lectures, and one-on-one mentoring of students. Faculty retirements have slowed this program's momentum.
- **Episcopal Diocese of North Carolina.** Eastern Office Supervisor John Wood offered lectures to the diocese at its official gatherings regarding its ecclesiastical architectural history.



- **Climate Change Study with NPS, USGS, and NC State University.** HPO staff participated in a multi-year study at Cape Lookout National Seashore with the National Park Service, the US Geological Service, and NC State University, culminating in a report entitled “Optimizing Historical Preservation Under Climate Change— An Overview of the Optimal Preservation Model and Pilot Testing at Cape Lookout National Seashore.”

**Student interactions.** Additionally, staff from the HPO, OSA, and Historical Research Office participated in a wide variety of student interactions from secondary schools through graduate programs, including:

- **Hosting interns** for course credit, particularly in the OSA Research Center curatorial facility and the Restoration Branch of the HPO, or through the agency HBCU internship program;
- **servng as judges for the National History Day** statewide and regional competitions;
- **hosting a biennial “Round Robin” careers session** with the entire Division of Historical Resources and students enrolled in the public history program at the North Carolina State University, providing for introductions to the wide variety of public history career opportunities in historic preservation, archaeology, history, and museum work.
- **guest lecturing** in public history, archaeology preservation, and planning courses at the Universities of North Carolina at Chapel Hill, Greensboro, and Wilmington; North Carolina State University; East Carolina University; and Edgecombe Community College;
- **instructing students at a University of North Carolina-Greensboro field school** for several seasons, including at Old Salem, a residential historic district in Wilson, and the open-air museum/skansen known as Hart Square Village; this opportunity has been extremely important in exposing preservation students to the building arts. Most of the students have not had a background in construction; exposure to the preservation crafts such as masonry, roofing, plastering, paint analysis, metal smithing, and window restoration benefit young preservationists and the greater historic preservation community.
- **conducting archaeological field excavations with public days** at Brunswick Town / Fort Anderson, Halifax, Lumber River State Park, and Town Creek Indian Mound.
- **“Trowel Blazers: Perspectives of Women in North Carolina Archaeology” panel discussion and meetup event** were organized by the Office of State Archaeology in fall 2019, featuring female archaeologists from across the state, discussing their careers in archaeology. The panel discussion was followed by a meetup event intended to draw students, professionals, and members of the public interested in archaeology. Both events were well attended and well-received.

**Civic organizations.** HPO staff appeared at multiple Rotary and Kiwanis and like civic organizations at the community level, typically providing an overview of HPO services and historic preservation opportunities and successes in communities.

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Goal / Tasks	Accomplished?
<p><b><u>Partnerships</u></b></p>	
<p><b><i>Enhance and nurture existing HPO partnerships</i></b></p>	
<p><i>♣ Encourage non-Certified Local Governments to move towards certification</i></p>	<p><b>YES; ongoing</b></p>
<p><i>♣ Assist the NC Main Street Program in promoting historic preservation as an economic development tool by providing technical assistance and support to Main Street communities and candidate-communities</i></p>	<p><b>YES; ongoing</b></p>
<p><i>♣ Network with local, and regional, and statewide historic preservation non-profits to monitor emerging trends, including threats to and opportunities for historic preservation throughout the state</i></p>	<p><b>YES; ongoing</b></p>
<p><i>♣ Work closely with private and public universities and colleges to foster a greater appreciation of their historic resources and legacy assets</i></p>	<p><b>YES but more to do</b></p>
<p><i>♣ Partner with the Blue Ridge National Heritage Area to identify additional preservation projects</i></p>	<p><b>YES</b></p>
<p><i>♣ Raise the profile of the HPO and DCR with local historical societies and organizations through closer cooperation with the Federation of North Carolina Historical Societies</i></p>	<p><b>YES but more to do</b></p>
<p><b><i>Develop new partnerships to leverage the HPO's impact</i></b></p>	
<p><i>♣ Cultivate new partnerships with allied entities that have a peripheral interest in historic preservation or may benefit from HPO services or incentives, such as:</i></p>	<p><b>YES but more to do</b></p>

♣ *Landscape Conservation Cooperatives and private land trusts (joint natural, archaeological, and built environment conservation efforts)*

♣ *NC Division of Tourism, Film, and Sports Development*

♣ *Emergency management agencies/FEMA to foster greater consideration of historic resources during disaster preparation and recovery efforts*

♣ *NC Department of Public Instruction to explore the introduction and expansion of historic preservation and local history into the K-12 classroom curriculum*

♣ *Agricultural Extension Service and 4-H to further historic preservation as a community development strategy*

This series of goals and tasks shares a good bit of overlap with the preceding Outreach / Communication area. Much of those activities have yielded new and strengthened existing partnerships.

**CLG Certifications.** In the period, we grew our Certified Local Governments communities by nearly 14%, welcoming 8 new governments, urban and rural alike, including

- rural Alexander County in the western Piedmont,
- the mountain university town of Boone,
- the Triangle suburb of Cary, now the 7<sup>th</sup> largest town in the state,
- the central Piedmont college community of Davidson,
- Mount Airy, the real life “Mayberry”, along the Virginia border,
- the northern Piedmont county seat of Oxford,
- the coastal village of Swansboro, and
- Waxhaw, once rural, now a Charlotte-area suburb.

**NC Main Street collaboration.** We continued to strengthen our existing collaborations with the North Carolina Main Street program, housed in the North Carolina Department of Commerce, through our partnership in the NC Leverage program, discussed above, as well as our active participation as both attendees and speakers at the annual statewide Main Street conference. Day-to-day we interact frequently with both state and local Main Street staffers, especially for

downtown technical preservation consultations. We are also working with state Main Street program and the National Trust for Historic Preservation to hold covenants on multiple North Carolina downtown projects that received National Park Service grant monies towards the end of the period.

**Preservation non-profits.** We continue to work with both the statewide preservation non-profit Preservation North Carolina and a wide variety of regional and local preservation groups, including among others the Historic Salisbury Foundation, Historic Wilmington Foundation, Preservation Society of Asheville and Buncombe County, Preservation Wilson, Capital Area Preservation, and the newly formed Preservation Mecklenburg. Our interactions range from providing technical consultations, speaking at membership gatherings in-person or virtually, fostering awareness of preservation trends (especially cemetery preservation and preservation services for underrepresented communities), Section 106 consultations, tracking and responding to emerging threats to historic places, and collaborating on preservation opportunities. We have also provided training and made presentations at the annual Preservation North Carolina statewide preservation conference regularly, and work with their staff on planning the annual conference agenda topics.

**Universities and colleges.** Much of our interaction with universities and colleges has come through the Section 106 review process (or its state equivalent). Institutional goals – largely related to campus expansion and building redevelopment – often dominate the discussion, and historic preservation can be given short shrift with older buildings being viewed by institutional decisionmakers as inadequate and substandard for current needs. After-the-fact scenarios, where historic preservation reviews or considerations were not in place before decisions were made or funding expended, were unfortunately more common than would have been desirable. We made efforts to work with individual institutions to address their internal procedures, and to avail themselves of our services, but much work remains to be done to further this effort.

A bright spot in this has been a case at the University of North Carolina-Chapel Hill where a group of alumni and retired military personnel have advocated for preservation and continued use of the WWII-era Naval Armory building, which houses the Naval ROTC program, and dates back to the chapter of the university's history which saw widescale training of Naval aviators at the on-campus Navy Pre-flight Training School, among them Presidents George H.W. Bush and Gerald Ford as well as sporting greats Ted Williams and "Bear" Bryant; preparation of an individual National Register nomination is underway for that building.

**Blue Ridge National Heritage Area.** Colleague Western Office Supervisor Jeff Futch served on the grants committee for the Blue Ridge National Heritage Area during the period, and Restoration Services Specialist Jennifer Cathey with a service territory of the 25-westernmost counties referred multiple constituents to this organization for potential grant applications. Approximately 10 preservation projects were funded during this period.

**Federation of North Carolina Historical Societies.** Working in concert with the Federation and agency employees, several HPO members received training for the IMLS-funded Cultural Resource Emergency Support Team (CREST), and are part of our agency’s statewide responder cadre. This cadre joins forces with area Cultural Resources Emergency Network leaders and conservators to provide tangible assistance to collecting institutions across North Carolina, including technical assistance for North Carolina’s museums and archives in the aftermath of flood, fire, mold, and other natural and manmade disasters, and guidance in navigating disaster preparedness and recovery processes.

We also often advertise training opportunities through the Federation’s newsletter, and Federation members have served as hosts for our outreach efforts throughout the state. We also count on Federation members to help connect us to organizational and institutional constituents engaging in public history efforts at the regional and local levels.

**New partnerships.** While some partnerships could still be strengthened or initiated, we did manage to cultivate new or expand on existing partnerships, especially with State Emergency Management (NC Department of Public Safety) and FEMA, having advocated successfully for inclusion of a cultural resources element in the state recovery plan and for the State Historic Preservation Office’s active participation in the annual state hazard mitigation gathering and planning efforts. With FEMA, we have finalized a state-tailored memorandum of agreement for Section 106 activities which includes a periodic, mandated training regime for emergency management and cultural resource professionals. As of 2024, we completed a statewide historic preservation resiliency plan in collaboration with the University of North Carolina School of Government and North Carolina State University as part of our Emergency Supplemental Historic Preservation Fund grant for Hurricanes Florence and Michael recovery.

Work with land trusts continued, including close partnerships with the American Battlefield Protection Program and American Battlefield Trust for battlefield preservation, and most regional and statewide land trusts for discrete projects with a historical focus, including ultimate acquisition of land for protection by the Division of State Historic Sites at the Shallowford on the Yadkin River, a pre-historic natural ford and Revolutionary War site, as well as at Alamance Battleground. At the end of the period, we began to work with land trusts along with the state trails program of the Division of State Parks to explore ways to identify and protect as-yet-unprotected lesser known Revolutionary War sites.

Partnerships with the NC Department of Public Instruction to explore the introduction and expansion of history in the K-12 curriculum were superseded by collaborations between the State Library of North Carolina, the Historical Research Office, and UNC-Chapel Hill’s “Carolina K-12” project. They expanded and made more available an online history textbook (ANCHOR, or “A North Carolina History Online Resource”) for grade 8 and up. More specifically an initiative of the State Historic Preservation Office was the very successful co-production and co-editing of a special historic preservation focused edition of the *Tar Heel Junior Historian Magazine*, a

publication produced by the North Carolina Museum of History with its affiliate the Tar Heel Junior Historian Association, comprised of a network of free clubs throughout the state with members in 4<sup>th</sup> through 12<sup>th</sup> grade; clubs are sponsored by public, private or home schools, or other organizations such as museums and historical societies, 4-H groups, or Scouts, with the goal to inspire and empower North Carolina students to discover local and state history in an active, hands-on way.

During the period, the North Carolina Division of Tourism, Film, and Sports Development was restructured, and moved to a separate state entity outside of the North Carolina Department of Commerce. We have worked with one colleague in particular to develop more historic-focused tourism, especially now in the context of American 250, but more is still left to be done.

Staff capacity issues did not allow us to develop any partnerships with the Agricultural Extension Service and 4-H to further historic preservation as a community development strategy.

Other partnerships are described in the previous section.

Goal / Tasks	Accomplished?
<p><b><i>Identification/Designation</i></b></p>	
<p><b>Identify the state’s historic resources so that they become better known and understood and are incorporated into community, regional, and state planning</b></p>	
<p><i>♣ Maintain data entry and mapping for HPOWEB</i></p>	<p><b>YES; ongoing</b></p>
<p><i>♣ With OSA, continue development of an archaeological equivalent to HPOWEB, taking into account the special issues of site location and security</i></p>	<p><b>YES; ongoing</b></p>
<p><i>♣ Define priority survey areas for undocumented areas or those in need of an update, including completion of a comprehensive architectural survey for all 100 NC counties</i></p>	<p><b>YES; ongoing</b></p>
<p><i>♣ Develop and make available a digital application for architectural field surveys and updates, including exploring development of crowd-sourced mobile software for updating early surveys</i></p>	<p><b>YES; ongoing</b></p>
<p><b>After appropriate evaluation, designate eligible historic resources through NPS and/or other programs to allow for greater recognition, access to preservation incentives, and probability of survival</b></p>	
<p><i>♣ Examine the status of historic properties on the NC Study List</i></p>	<p><b>Ongoing</b></p>
<p><i>♣ Consider how to prioritize National Register nominations from the NC Study List</i></p>	<p><b>YES; ongoing</b></p>
<p><i>♣ Encourage more National Register nominations with an archaeological focus</i></p>	<p><b>YES; ongoing</b></p>



<i>♣ Identify, with land conservation partners, areas worthy of preservation for their historic landscapes as well as historic buildings and/or archaeological resources</i>	<b>YES; ongoing</b>
<i>♣ Encourage National Historic Landmark nominations for meritorious properties</i>	<b>YES; ongoing</b>
<i>♣ Work with Landscape Conservation Cooperatives and local governments to learn more about development trends and threats to historic resources through various technological planning tools</i>	<b>YES; ongoing</b>
<b>Foster identification and designation efforts at the local level and for under-represented populations</b>	
<i>♣ Conduct an internal review of how to assist non-professionals in preparation and submittal of National Register nominations districts</i>	<b>YES but more to do</b>
<i>♣ Conduct a systematic statewide survey of Rosenwald Schools</i>	<b>ongoing</b>
<i>♣ Encourage more National Register nominations that tell the story of underrepresented demographic groups</i>	<b>YES, ongoing</b>
<i>♣ Explore how the HPO can better assist communities with limited financial resources prepare National Register nominations for historic districts</i>	<b>ongoing</b>
<b>Make decades of research, survey, and information about North Carolina’s historic resources as accessible as possible, utilizing cutting-edge technology</b>	
<i>♣ Develop a pilot project for digitization of county survey files</i>	<b>ongoing</b>
<i>♣ Find new uses for HPOWEB data</i>	<b>ongoing</b>

♣ Enhance the HPOWEB app for mobile devices	YES
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During this period, the HPO oversaw an astounding **68 architectural surveys** in North Carolina in all regions of the state, funded by a wide range of sources and sponsored by local governments and others alike, including a healthy use of our Certified Local Government grant partnership. 9 county surveys allowed us to make great progress on our efforts to survey comprehensively all of North Carolina’s 100 counties.

<p><b>Surveys started before 2013 but concluded between 2013 and 2022 (3):</b></p>	<ol style="list-style-type: none"> <li>1. Cary Architectural Survey (2011-2014)</li> <li>2. Flat Rock Historic District Survey Update (1995-2014)</li> <li>3. Hillsborough Architectural Survey Update (2012-2013)</li> </ol>
<p><b>Surveys started and concluded between 2013 and 2022 (41), including 14 surveys covering counties:</b></p>	<ol style="list-style-type: none"> <li>1. Camden County Comprehensive Architectural Survey</li> <li>2. Cleveland County Architectural Survey Update</li> <li>3. Franklin County Comprehensive Architectural Survey</li> <li>4. Forsyth County Architectural Survey Update, Phase I</li> <li>5. Forsyth County Architectural Survey Update, Phase II</li> <li>6. Forsyth County Architectural Survey Update, Phase III</li> <li>7. Jackson County Architectural Survey Update</li> <li>8. Orange County Architectural Survey Update</li> <li>9. Transylvania County African American Historic Resources Survey</li> <li>10. Wake County Survey Update, Phase III</li> <li>11. Wake County Survey Update, Phase IV</li> <li>12. Wake County Survey Update, Phase V</li> <li>13. Wake County Survey Update (Apex, Fuquay-Varina, and Holly Springs)</li> <li>14. Washington County Comprehensive Architectural Survey</li> <li>15. Asheville (Burton Street) Survey Update</li> <li>16. Burlington West End Historic District Survey Update</li> <li>17. Chapel Hill Architectural Survey Update</li> <li>18. Charlotte Comprehensive Architectural Survey, Phase I (Reconnaissance)</li> <li>19. Charlotte Comprehensive Architectural Survey, Phase II (Reconnaissance)</li> <li>20. Dallas Architectural Survey Update</li> <li>21. Dryborough (New Bern) Architectural Survey</li> <li>22. Fair Bluff Comprehensive Architectural Survey</li> <li>23. Greensboro Central Business District Survey Update</li> <li>24. South and Southeast Greensboro Architectural Survey</li> <li>25. Hickory Architectural Survey Update</li> <li>26. High Point Industrial Architecture Survey</li> <li>27. Hillsborough Architectural Survey Update</li> <li>28. Lenoir Architectural Survey</li> <li>29. Mt. Airy Architectural Survey Update</li> <li>30. Oxford Architectural Survey Update</li> </ol>

	<ol style="list-style-type: none"> <li>31. Penderlea Architectural Survey</li> <li>32. Raleigh Architectural Survey Update</li> <li>33. Raleigh Non-Residential Survey Update, 1945-1965</li> <li>34. Robbinsville Comprehensive Architectural Survey</li> <li>35. Swansboro Architectural Survey Update</li> <li>36. Tarboro Comprehensive Architectural Survey Update</li> <li>37. Wake Forest Architectural Survey Update, 1945-1975</li> <li>38. Warrenton Comprehensive Architectural Survey</li> <li>39. Waynesville African American Historic Resources Survey</li> <li>40. Waynesville Architectural Survey Update</li> <li>41. Whiteville Comprehensive Architectural Survey</li> </ol>
<p><i>Surveys started between 2013 and 2022, but not yet concluded because of deadlines outside of reporting period or open-ended deadlines because of local initiation (24) with launch year and/or proposed completion date in parentheses.</i></p>	<p><b>ESHPF Hurricane Grant Funded Projects</b></p> <ol style="list-style-type: none"> <li>1. Cumberland County Architectural Survey Update (2019 - 2024)</li> <li>2. Hoke County Comprehensive Architectural Survey (2019 - 2024)</li> <li>3. McDowell County Comprehensive Architectural Survey (2019 - 2024)</li> <li>4. Montgomery County Comprehensive Architectural Survey (2019 - 2024)</li> <li>5. Person County Comprehensive Architectural Survey (2019 - 2024)</li> <li>6. Polk County Comprehensive Architectural Survey (2019 - 2024)</li> <li>7. Vance County Comprehensive Architectural Survey (2019 - 2024)</li> <li>8. Mount Pleasant Architectural Survey Update (2019-2024)</li> </ol> <p><b>Other projects, including CLG-funded and locally-initiated/-funded or 106 mitigation projects</b></p> <ol style="list-style-type: none"> <li>9. Asheville African American Historic Resources Survey (2019 - 2023) <b>(CLG)</b></li> <li>10. Boone Architectural Survey (2015) <b>(local)</b></li> <li>11. Cashiers Architectural Survey, Phases II and III (2013 - 2023) <b>(local)</b></li> <li>12. Davidson Architectural Survey Update (2019) <b>(local)</b></li> <li>13. Edgecombe County Architectural Survey Update (2021 - 2024) <b>(106 mitigation)</b></li> <li>14. Fayetteville (Broadell African-American Community) Architectural Survey (2022 -2024) <b>(CLG)</b></li> <li>15. Montreat Architectural Survey (2021 - 2024) <b>(local)</b></li> <li>16. Nash County Architectural Survey Update (2022 - 2024)</li> <li>17. Raleigh African American Historic Resources Survey (2021 - 2023) <b>(CLG)</b></li> <li>18. Rocky Mount Architectural Survey Update (2022 - 2024) <b>(106 mitigation)</b></li> <li>19. Salisbury Historic District Survey Update (2022 -2024) <b>(CLG)</b></li> <li>20. Taylorsville Comprehensive Architectural Survey (2020 - 2024) <b>(local)</b></li> <li>21. Valdese Comprehensive Architectural Survey (2020 - 2024) <b>(local)</b></li> <li>22. Washington Historic District Survey Update (2014) <b>(local)</b></li> <li>23. Wilson Architectural Survey Update (2021 - 2024) <b>(CLG / local)</b></li> <li>24. Wilson County Architectural Survey Update (2022 - 2024) <b>(106 mitigation)</b></li> </ol>

**Mapping efforts.** We successfully have continued to maintain data entry and mapping for HPOWEB at the rate of 6,282 properties on average / year during this planning cycle for “above-ground” historic resources, with a total of 131,651 mapped by June 30, 2022, or nearly 100% of resources surveyed to that date. With the North Carolina Office of State Archaeology, we have done the same for parallel archaeological GIS layers, representing over 50,000 individual archaeological sites statewide; efforts to map systematically North Carolina’s historic cemeteries from existing data sets and crowd sourced information are also underway, were initiated this period, and already cover nearly 25 of North Carolina’s counties, selected in a triage fashion based on development trends.

The North Carolina Department of Transportation has incorporated our architectural and archaeological layers into its own secure, limited-access GIS database and project planning tool known as ATLAS, which includes a multitude of other layers such as underground storage tanks and utilities, all in an effort to help transportation planners best meet their Section 106 and state historic preservation compliance needs, and in doing so, attempt to foster the most preservation-oriented outcome.

**Priority survey areas.** During this period, the HPO’s survey program has moved forward with 9 county surveys to reach our goal of surveying comprehensively all of North Carolina’s counties; 3 are complete and assuming all 6 in-progress countywide surveys conclude satisfactorily, we will have only 16 counties out of 100 that we do not consider comprehensively surveyed, although we can state definitively that we have some level of survey coverage in each of the 100 counties at this point. Robeson and Wilkes Counties are among our next period’s priority counties.

A new exciting opportunity arose in 2020 through the means of the Hurricanes Florence and Michael grant program to address additional survey gaps through a post-hurricane architectural survey to establish new baselines for recovery and response purposes, including surveys for the following counties: Hoke, McDowell, Montgomery, Person, Polk, and Vance. Constituent subgrants will result in a Cumberland County survey and Mount Pleasant update.

Aiding us in our survey efforts was the creation in 2016 of two term-limited architectural survey specialists, funded with our state historic rehabilitation tax credit review fee revenue, along with a temporary position to increase architectural survey efforts in non-CLG communities; before these positions turned their attention to hurricane grant-funded survey projects, we initiated and are in the process of having completed or completing surveys of several rural communities with limited local financial resources, including Robbinsville in the far west, Taylorsville and Valdese in the foothills, and an update of Warrenton on the Fall Line.

Additionally, in our efforts to broaden our constituent reach in capturing more recent history, and to identify places and people associated with the Civil Rights movement in northeastern North Carolina, which has not been as well known or studied as other locales in our state during this period, in 2020 we applied for and were awarded a competitive grant of \$50,000 by the National

Park Service Civil Rights Grant Program. This project was designed to yield both properties to survey and potentially nominate to the National Register as well as information to inform the interpretation of the Golden Frinks Home, now part of the Edenton State Historic Site. A final report is expected mid-2023, and we plan on acting on the report's recommendations in the next plan cycle.

In early 2019 as an outgrowth of our survey program and in partnership with the University of North Carolina Press and our agency's Historical Publications unit, we released hard cover book entitled ***Grand Illusions: Historic Decorative Interior Painting in North Carolina*** by Winston-Salem architectural historian Laura Phillips, encapsulating over 30 years of research in her study of decorative interior painting, often in modest vernacular homes. The book is one of the few produced nationally that looks at this phenomenon on a statewide basis.

**Digital application for architectural field surveys and updates.** *Develop and make available a digital application for architectural field surveys and updates, including exploring development of crowd-sourced mobile software for updating early surveys.*

Our GIS specialists have worked with our agency's Department of Internet Technology personnel to hone HPOWEB into a digital application available on smart phones in the field, and we have adopted use of CR Surveyor for the architectural surveys being funded with the NPS grant for Hurricanes Florence and Michael recovery. Additional work is needed to enhance our offerings for crowd-sourced software, including security and data vetting measures, including staff capacity to do so.

**Study List properties.** The North Carolina Study List is a state-level administrative procedure set forth in our state administrative code, and designed to vet properties as being potentially eligible for the National Register. Under the code as currently written, there is no means to remove properties from the Study List despite destruction or degradation of integrity. Consequently, we map all Study Listed properties, which is used by state and federal agencies alike in project planning, and by constituents interested in seeking National Register status. It is an ongoing inquiry; during the next plan cycle, all of our agency's administrative code sections will be under review as part of a state process to revisit these rules every 10 years.

As an architectural survey is completed, an expectation is that it will generate Study List properties; we can report good success with National Register listing of these new Study List candidates, especially districts, following the momentum and public interest in our survey project.

**National Register nominations with archaeological focus.** In the last cycle, we have seen multiple archaeological nominations, but moreover have regularly included a paragraph regarding archaeological potential in relevant nominations (under Criteria A, B, or C), following review by the Office of State Archaeology.

Of 52 North Carolina National Register archaeologically focused, Criteria D listings, 10 have been listed in the last plan cycle, including the following, most because of constituent interest but others authored by the Office of State Archaeology:

<p><b>As a result of constituent interest</b></p>	<p><b>(2013) Judaculla Rock</b>, an American Indian rock art site, believed to contain more petroglyphs than any other known boulder east of the Mississippi River;</p> <p><b>(2013) Four shipwrecks in state waters off Dare County’s coast</b>, including the <i>Dixie Arrow</i> Shipwreck and Remains, <i>E.M. Clark</i> Shipwreck and Remains, <i>Empire Gem</i> Shipwreck and Remains, and <i>Lancing</i> Shipwreck and Remains</p> <p><b>(2014) The William Dennis Pottery Kiln and House Site</b> in Randolph County;</p> <p>(2015) NOAA-sponsored nomination for federal waters off North Carolina for <b>multiple German U-Boat shipwrecks</b> from World War II; and</p> <p><b>(2019) the Madison-Derr Iron Furnace</b> in Lincoln County.</p>
<p><b>Authored by the Office of State Archaeology</b></p>	<p><b>(2017) Wyse Fork Civil War Battlefield</b> in Lenoir and Jones Counties</p> <p><b>(2018) Eastern North Carolina Civil War Shipwrecks, 1861-1865 Multiple Property Submission (MPS)</b>, including the Chicod Creek wreck, <i>CSS Black Warrior</i>, <i>CSS Col. Hill</i>, <i>CSS Curlew</i>, <i>Scuppernong</i>, <i>US Army Gunboat Picket</i>, <i>USS Bazely</i>, <i>USS Otsego</i>, <i>USS Southfield</i>, and <i>USS Underwriter</i>.</p>

We also reviewed a NOAA-sponsored nomination for federal waters off North Carolina for multiple German U-Boat shipwrecks from World War II. Additionally, a statewide nomination for American Indian fish weirs is under preparation by Office of State Archaeology staff.

**Land conservation partnerships.** When the plan was originally written, a state funding program for land protection still required a state agency to apply on behalf of land conservation organizations. However, in the last decade, that program evolved to allow for direct applications by these private, nonprofit organizations.

Our interaction with land trusts has in turn changed in so much as land trusts can often work collaboratively with the State to secure or otherwise protect lands that are of historic significance or for buffer land to protect the core historic areas, especially for the Division of State Historic Sites. We work closely with that Division to help facilitate grant funding and to prepare materials to set out the historical significance of the lands in question. Land was protected during the period at the pre-Revolutionary War Alamance Battleground and Fort Dobbs, and a satellite site

was added at Shallowford, a pre-contact site also relevant to European settlement and Revolutionary War activities, on the Yadkin River in eastern Forsyth County.

Ongoing collaborations with the American Battlefield Trust continue to yield significant dividends for the State at major Civil War sites through direct acquisition or conservation easements, especially to allow farming to continue as it would have been historically. We have also worked with the Division of State Historic Sites to help facilitate their interest in battlefield restoration at Bentonville Battlefield, particularly reforestation and native habitat restoration, to the 1865 battle period in collaboration with our colleagues at the Division of State Parks and the North Carolina Natural Heritage program.

Most recently as part of the American 250 preparations, we have undertaken a study to try to determine more precise locations of lesser well-known Revolutionary War skirmishes and battles, and have briefed multiple land conservation organizations about efforts. Our GIS mapping enterprise HPOWEB has proven invaluable in those efforts.

Our collaboration with the South Atlantic Landscape Conservation Cooperative decreased as they evolved into a different structure with the close of the Obama administration and beginning of his successor's term; they restructured into a more loose network known as the Southeast Conservation Adaptation Strategy with a greater natural focus.

**National Historic Landmark nominations.** In 2016, North Carolina gained one new National Historic Landmark – the Pauli Murray Family Home in Durham, and likewise saw updated documentation and a new boundary approved for Old Salem in Forsyth County. Sadly, the Josephus Daniels House in Raleigh was demolished in August 2021 for new residential development. Efforts to encourage additional nominations were made more difficult by a period of time when the National Historic Landmark committee did not meet and could not consider new nominations.

**National Register nominations for nonprofessionals and communities with limited resources.** Our funding through a fee revenue source of two dedicated architectural survey specialists was our successful approach to fostering National Register nominations for communities with limited resources; for example, our office's survey of rural Robbinsville in the western mountains identified a viable National Register nomination, which was eventually funded by the town, providing them a helping hand to get them to the nomination stage with the necessary research and survey data. We anticipate a similar outcome in Warrenton where we identified several sites related to African American history.

Staff capacity and turnover from retirements and resignations handicapped our ability as an office to take on this project beyond internal discussions as to nonprofessionals. However, Deputy State Historic Preservation Officer Ramona Bartos in her role as the board president of the National Conference of State Historic Preservation Officers (NCSHPO) oversaw a two-year effort during the

pandemic years by a NCSHPO multi-state working group to examine and recommend solutions nationally to help foster more layperson-authored nominations. This study resulted in the release in early 2023 of a white paper entitled *Recommendations for Improving the Recognition of Historic Properties of Importance to All Americans*.

**Rosenwald School statewide survey.** The office's work on behalf of Rosenwald School preservation continues in a strong way. Prior to 2013, the HPO determined the status of almost half of the more than 800 Rosenwald school projects built in North Carolina, more than in any other state, finding approximately 125 that were still standing. County-wide architectural surveys and studies conducted by consultants for environmental review purposes or by volunteers yielded the status of all the schools in counties with the largest number of projects and a number of the schools in other counties, yet the status of Rosenwald schools in many of the state's one hundred counties remained unknown.

To jump-start the development of a scope of work for a thematic statewide survey of Rosenwald school, the HPO prepared a multiple property documentation form, which was submitted to and approved by the National Park Service in 2015. Further progress was hindered by the need for more than \$100,000 to conduct a thematic survey requiring travel for investigation from one end of the state to the other. As strategies to raise the funds were considered, a small number of architectural surveys identified six more schools for which files were created and mapping in HPOWEB was done. Following extensive destruction by hurricanes Florence and Michael in 2018, North Carolina received millions of dollars in federal grant funding for historic preservation projects, including seven county surveys. Three additional county surveys were funded by NCDOT. This unprecedented number of county surveys conducted simultaneously and still ongoing resulted in deferring the search for funding for the statewide survey of Rosenwald schools. It is expected, however, that the ten projects will identify extant Rosenwald schools and thereby contribute to the thematic survey.

**Underrepresented communities' nominations.** Our efforts to foster and to increase National Register nominations associated with underrepresented communities took shape in various ways, including through our core programs as well as targeted grant applications.

**Study Listed properties following targeted African American surveys.** Through CLG grants, our office funded architectural surveys of African American historic resources and neighborhoods in Asheville, Waynesville, Greensboro, and Cleveland and Transylvania Counties, with a Raleigh survey underway at the time of this writing. Our practice of identifying National Register eligible properties or districts through our state Study List protocol has aided these communities in advancing National Register nominations forward.

**Underrepresented Communities grant recipient.** We are very proud to have received a nationally competitive National Park Service Underrepresented Communities grant for \$70,000 in late 2015; we were one of only ten states selected. This grant allowed us to hire professional



consultants to prepare National Register nominations for six Rosenwald schools, two African American cemeteries in Raleigh, and the College Heights Historic District, an African American neighborhood affiliated with the HBCU North Carolina Central University in Durham.

**Northeastern North Carolina Civil Rights grant.** Our office sought this National Park Service Civil Rights Grant to identify places and people associated with the Civil Rights movement in northeastern North Carolina; it is designed to yield both properties to survey and potentially nominate to the National Register as well as information to inform the interpretation of the home of noted Civil Rights activist Golden Frinks, now part of the Edenton State Historic Site. It was awarded as a \$50,000 competitive grant by the National Park Service in 2020 and was in final draft form in late 2022. This area of North Carolina has been largely understudied in contrast with the Piedmont of the state, notable for the consequential launch of the sit-in movement. The office will likely apply for a follow up grant to facilitate National Register nominations.

**Vernacular Architecture Forum.** The HPO played a major role in coordinating and planning the 2016 Vernacular Architecture Forum national conference held in Durham and environs (including tours of Thomas Day structures in Caswell County and Quaker architecture in the Greensboro area). Now retired Register / Survey Branch Supervisor Claudia Brown served as the lead planner and as a VAF board member. North Carolina hosted several hundred national preservationists and architectural historians for this event.

**Pilot digitization project.** While we had begun to conceptualize pilot digitization projects on an ad hoc basis earlier in the plan cycle, we managed to undertake a pilot digitization project for county survey files during the COVID pandemic when our offices were largely closed to the public. Through these efforts we managed to continue to serve our constituents and likewise accomplish this goal. At the time this section is being prepared, the Survey / National Register branch is working on a proposal – for which extensive funding will be required – to digitize our legacy paper / mixed media files comprehensively, incorporate into an updated database, and link to our GIS mapping systems. This overall digitization effort will likely be one of our biggest goals going into our next statewide plan cycle.

**New Uses for HPOWEB data; HPOWEB app for mobile devices.** In addition to the ATLAS project to aid NCDOT, HPOWEB data has been utilized by a diverse constituency. Genealogists track family settlement patterns. Economic developers seek new opportunities for investment in historic buildings, especially when National Register-listed. The North Carolina Department of Commerce's Main Street and Rural Planning Center has used our data to help advance its NC Main to Main Trail, a tourism-based economic development initiative that leverages North Carolina's regional, cultural and natural assets for heightened prosperity in Main Street communities statewide. NCDOT has incorporated HPOWEB's architectural and archaeological layers into its NC ATLAS mega-GIS project to facilitate better transportation planning, balancing needs with resource protection. We have shared our data likewise with the North Carolina State Hazard Mitigation program and the NC Office of Recovery and Resiliency to aid in disaster

preparation and recovery. Land trusts are also interested in this data to identify properties that may have conservation values beyond just those of the natural environment to multiply the impacts of their efforts.

DRAFT

Goal / Tasks	Accomplished?
<b>Education/Technical Services</b>	
<b>Provide timely and expert assistance on matters related to historic preservation in North Carolina</b>	
♣ Offer more historic preservation workshops and training through webinars and similar technological services	<b>Yes, ongoing</b>
♣ As time and budgets permit, provide on-site assistance to individuals, groups, or governmental agencies involved in preservation projects	<b>Yes, ongoing</b>
♣ Develop topical bibliographies on the role of historic preservation in “hot issues” such as sustainability, energy conservation, disaster recovery, in-fill, and share them through the HPO’s e- newsletter	<b>Yes, but via virtual means</b>
<b>Increase the number of quality preservation projects</b>	
♣ Conduct a pre-CLG grant application webinar to solicit more applications	<b>Yes</b>
♣ Support efforts to train future generations in historic trades, skills, craftsmanship, and public history	<b>Yes, more to do</b>
♣ Offer meaningful internships that provide a professional experience and result in a useful product or tool	<b>Yes, ongoing</b>
♣ Jointly sponsor hands-on workshops in the preservation trades/crafts	<b>Yes, ongoing</b>
♣ Seek partnerships between local boards of education, local historical societies and preservation groups, and state agencies, such as the NC Department of Cultural Resources and NC	<b>Yes, ongoing</b>

**Virtual workshops and training.** By design as well as circumstance, we accomplished our goal to offer more historic preservation workshops and training virtually. We regularly held at least 12 historic tax credit workshops, often on site in target communities, along with topical presentations on a variety of topics, including building science, Secretary of Interior Treatment standards, weatherization, resiliency for historic buildings, and at minimum 3 regional local government training opportunities, usually on a regional basis as well as sessions offered by the Office at the annual statewide preservation conference. We later expanded our local government trainings to more frequent, tailored workshops, depending on the community's needs, and also partnering with a wide variety of organizations (as explained in previous sections), such as local and regional preservation groups, the American Planning Association, North Carolina Bar Association, Edgecombe Community College Preservation Trades Fair, and the North Carolina Department of Commerce's Main Street program and Leverage NC initiative.

Biennially we have also traditionally hosted an architectural historian consultants' workshop, featuring typically our National Park Service reviewers for our National Register and historic tax credit submissions. We likewise began to offer a local preservation planner workshop in Raleigh, designed to be a collaborative, mentoring opportunity between HPO staff and planners as well as between the planners themselves.

Likewise, OSA conceived, designed, and hosted a very well attended symposium on using remote sensing and archaeological geophysics to explore our state's archaeological heritage, hosted at the NC Museum of History. Representatives from five major universities and the US Forest Service participated with over 100 people (public and professional) in attendance.

With the hiring of a full-time, dedicated cemetery specialist in the Office of State Archaeology, we also began to offer cemetery workshops and training, both in person and virtual, to aid in the identification, recording, and maintenance of historic cemeteries, marked or unmarked. These workshops proved extraordinarily popular, and at least one Congressional office has co-sponsored them with us for our shared constituents.

Our themes have likewise expanded beyond basic, program level offerings to preservation economics, architectural styles, substitute materials, and building science.

Our remote efforts began early in the cycle with Section 106 training, held via Skype with web cameras. We then began webinars for our local government training offerings in 2015, organizing a more advanced curriculum than in previous years of in-person training. The pandemic forced

our hand even further, and despite the challenges and opportunities of virtual training, Local Government Coordinator Kristi Brantley – who began her role in February 2020 right before the beginning of the pandemic – continued an aggressive, robust statewide training program during the period, offering both tailored, community-specific and more general, regional training for preservation commissions and staff. Our training was largely provided as a virtual offering through 2020 and 2021 with ten new videos recorded via Zoom and posted to YouTube along with other technical videos produced in November 2019. The HPO’s first YouTube Channel hosted under the department’s YouTube umbrella remained popular and viewed by thousands.

Launched in in June 2017, the annual planner-only statewide workshop day was held in 2019 to aid in the professional development of local preservation commission staff, but was suspended as an in-person event throughout the pandemic but resumed in 2022. Local Government Coordinator Kristi Brantley – who was responsible for our virtual local government training program – also launched during the pandemic a virtual quarterly staff retreat opportunity for local preservation planners as a substitute for the annual planners retreat.

We continued to make lemonade from the COVID lemons of not being able to meet in person as in past “normal days”, but the experience of the pandemic made us experts at providing online, virtual training, and our constituents actually in some cases prefer it as their financial resources and travel opportunities are often limited.

**On-site assistance.** The regional constituent territory structure for two of our office’s programs – Survey / National Register and Restoration Services – provides ample opportunity for us to maximize on-site assistance for constituent consultations for a broad variety of needs, including National Register eligibility consultations, historic tax credit project visits, historic building maintenance, and scoping out survey projects. The local government, grants, and environmental review programs likewise get into the field often, gaining a greater understanding of the needs of both constituent and their historic places and communities alike, and fostering a high level of collegiality and stewardship ethic throughout the state.

The Office of State Archaeology likewise offers its own on-site assistance, ranging from historic cemetery visits, project monitoring, scoping out infrastructure projects proposed by state and federal agencies, and meeting with a wide variety of constituents, including representatives of state- and federally-recognized American Indian tribes. It also often partners with others to provide aid, such as its investigations at Colonial-era Brunswick Town, part of the State Historic Site network, to identify resources that are not readily evident; in that case, OSA undertook a three-day maritime investigation that utilized both Geophysics and in-water diving. This investigation located a possible heretofore unknown wharf that may have been associated with Civil War-era earthworks, the steamer *Wilmington* (1890-1922) or docking pilings associated with pulpwood harvesting.

We provided pandemic-era constituent service via virtual visits for some time. Site visits for program consultations were rare for 2020 into 2022 and only conducted when mission critical. We also “visited” virtually with constituents but found there is often little substitute to visit a building or archaeological site for a consultation. When we engaged in this activity, we sported facial coverings, met outside in a wide, socially distanced circle, and toured buildings unaccompanied when at all possible. Constituents were understanding and likewise practiced similar behaviors but still clamored for the personal constituent service that is the pride of our office.

Given offices in states similar to our size and population, we believe we are a leading state in terms of this “in the field” approach to providing our services.

**Topical bibliographies > presentations.** We substituted static topical bibliographies for more dynamic presentations on various themes, such as substitute materials, building science, and resiliency, recognizing the greater outreach opportunities, the fluid, dynamic nature of some of these issues, and the fact that others such as the Association for Preservation Technology and Technical Preservation Services of the National Park Service were already undertaking this kind of work.

**Pre-CLG grant application webinar.** We offered this information at tailored presentations mostly through hosted CLG training and workshop gatherings, both virtual and in-person, and also asked any applicants to arrange for a pre-application consultation prior to submitting an application.

**Training next generation.** Please see first section for a discussion of student interactions relevant to this goal.

**Meaningful internships.** We offered multiple semester-long internships, usually for architectural or public history / preservation students, often with a job shadowing format. Preservation Architect Tim Simmons was the most frequent intern supervisor through the historic tax credit program, and during the period mentored no less than three architects, each of whom has gone forward to seek career paths in historic architecture. Local Government Coordinator Kristi Brantley likewise supervised an undergraduate interested in career paths as a preservation planner for a summer experience; he helped us digitize our local government files for easier access and planning purposes. Over two succeeding summers, former Survey / National Register Claudia Brown took on two interns, whose work advanced our Rosenwald School outreach through conference planning as well as drafting of our statewide Rosenwald School Multiproperty Designation Form for National Register purposes.

**Hands-on workshops.** We hosted or co-sponsored a number of hands-on workshops, especially cemetery identification and care and wood window repair, some of which were CLG grant funded. We also participated as mentioned in the Maymester field school for UNC-Greensboro’s preservation program. We likewise identified opportunities to turn agency projects into hands-on outreach events, such as the needed archaeological investigations at a site slated to be a State

Park visitors center in Robeson County; that archaeological public field event attracted hundreds of constituents, including the leadership of the Lumbee Tribe of North Carolina.

**Partnerships to integrate local history into K-12 curricula.** This effort was largely superseded by the efforts of two entities – the State Library of North Carolina and the University of North Carolina-Chapel Hill’s Carolina K-12 initiative.

The State Library of North Carolina hosts both NCPedia, an online well-regarded and vetted North Carolina encyclopedia, and ANCHOR (An North Carolina History Online Resource) virtual textbook, which is populated with topics from our state Highway Historical Marker program, often with a very local focus. Both resources are used frequently by K-12 teachers in North Carolina as well as their students and homeschools.

Carolina K-12 extends University resources to North Carolina K-12 educators through quality professional development programs, access to scholars on key topics, innovative lesson plans, and interactive pedagogical training. Their programs support educators by among other things offering ready-to-implement, effective and engaging curriculum materials. In 2018, they launched a “Teaching Hard History” initiative, and have a readily accessible database of lesson plans and materials, including on a wide and deep variety of history topics, concentrating often on very local matters.

Beyond submission of potential topics by the HPO and OSA, this task was successfully advanced by others.

Goal / Tasks	Accomplished?
<p><b>Advocacy</b></p> <p><b>Foster job creation and economic development through historic preservation by demonstrating the return on investment from rehabilitation and reuse projects</b></p>	
<ul style="list-style-type: none"> <li>♣ Develop case studies of preservation as a redevelopment catalyst</li> </ul>	<p><b>Ongoing</b></p>
<ul style="list-style-type: none"> <li>♣ Work with the NC Department of Commerce to ensure that historic resources are addressed early in order to optimize selection of industrial development sites and community redevelopment programs</li> </ul>	<p><b>Yes</b></p>
<ul style="list-style-type: none"> <li>♣ Update economic impact statistics regarding value of historic preservation to the state and local economy.</li> </ul>	<p><b>Ongoing</b></p>
<ul style="list-style-type: none"> <li>♣ Undertake (or assist in development of) and distribute a professional evaluation of the economic impact of historic preservation</li> </ul>	<p><b>Yes</b></p>
<p><b>Strengthen programs and policies that affect North Carolina’s historic and archaeological resources</b></p>	
<ul style="list-style-type: none"> <li>♣ Conduct a study of available and potential historic preservation incentives and/or funding sources</li> </ul>	<p><b>Ongoing</b></p>
<ul style="list-style-type: none"> <li>♣ Encourage decisionmakers at all levels of government and the private and non-profit sectors to find funding solutions to support broad-based historic preservation and archaeological programs</li> </ul>	<p><b>Ongoing</b></p>
<ul style="list-style-type: none"> <li>♣ Encourage state agency stewardship of state-owned historic and prehistoric properties</li> </ul>	<p><b>Ongoing</b></p>



<b>Help protect North Carolina’s historic and archaeological resources</b>	
♣ Work with local, state, and federal agencies to incorporate consideration of historic properties and archaeological sites into early project planning	<b>Ongoing</b>
♣ Monitor easements acquired on tracts through Save America’s Treasures, Preserve America, or battlefield protection grants	<b>Yes, ongoing</b>
♣ Work with the NC Natural Heritage Trust Fund to identify candidate properties that have both historic and natural value and, depending on program funding, acquire properties for the benefit of the state and its citizens	<b>Ongoing</b>
♣ Make available HPOWEB GIS to all governmental agencies for incorporation into their GISs and use in local planning	<b>Yes</b>
♣ Offer training workshops/presentations on Section 106 of the National Historic Preservation Act and NC General Statue 121-12(a) for agencies, consultants, commissions, and others	<b>Yes, ongoing</b>
<b>Cultivate support for historic preservation among elected officials</b>	
♣ As allowed, host legislative open houses/orientations for new state legislators to share the HPO’s services and the value of historic preservation to state’s economy	<b>Yes; modified to meet needs / limitations</b>
♣ Partner with the NC Municipal League and the NC Association of County Commissioners’ to provide newsletter content and presentations on historic preservation topics	<b>Ongoing, more to do</b>

- **Case studies of preservation as a redevelopment catalyst / Update economic impact statistics regarding value of historic preservation to the state and local economy.** Throughout the cycle, but particularly in 2013-2016, when the state historic tax credit program was examined, legislatively sunset, and then legislatively restored, the HPO regularly updated and sought economic impact statistics on both the local and state level. Constituents shared their own locally generated statistics, grounded in both private

investment and, in turn, contribution to the local and state economies alike, including increased property values, new employment opportunities, purchase of local goods and services, and the burgeoning effect on driving commerce and tourism to communities valuing historic preservation. We also worked with economists at the NC Department of Commerce to seek and analyze available information. Finally, we launched in 2013, our annual HPO briefing book “North Carolina: A View of Historic Preservation Across the State”, compiling historic preservation economic activity on a county-level throughout the state through private investment in historic tax credit projects as well as our federal grant programs (CLG and later hurricane). We have augmented that briefing book with per-project info sheets on individual historic tax credit projects, underscoring the investment amounts and the nature of the project; we have also compiled a list of affordable housing projects that have used the historic tax credit program.

- **Undertake (or assist in development of) and distribute a professional evaluation of the economic impact of historic preservation.** In 2014, we assisted the North Carolina Department of Commerce in the development and preparation of “Decades of Success: The Economic Impact of Main Street in North Carolina”, authored by Place Economics. We likewise funded through our CLG grant program a Raleigh-focused preservation economics study, entitled “Designing a 21<sup>st</sup> Century City: Historic Preservation and the Raleigh of Tomorrow”, examining how historic preservation contributes to the quality of life in Raleigh, and how it could lay the groundwork for an innovative, sustainable, and equitable future in North Carolina’s capital city.
- **Work with the NC Department of Commerce to ensure that historic resources are addressed early in order to optimize selection of industrial development sites and community redevelopment programs.** This goal was met with the development of a review protocol for pre-identified industrial development sites by our environmental review branch and Office of State Archaeology in collaboration with the state Department of Commerce. We continue to work collaboratively with the community redevelopment programs to help shared constituents navigate Section 106 requirements as early as possible in the project; work is ongoing in this regard.
- **Work with local, state, and federal agencies to incorporate consideration of historic properties and archaeological sites into early project planning.** Our most obvious example of this effort is our ongoing participation in the North Carolina Department of Transportation’s “Merger” process, which is relatively unique among other states. Merger is a process to streamline the project development and permitting processes, agreed to by multiple federal and state resource agencies, including the US Army Corps of Engineers, North Carolina Department of Environmental Quality, the Federal Highway Administration, and the North Carolina Department of Transportation, and supported by other stakeholder agencies and local units of government. The Merger process establishes a transparent and coordinated process for conducting environmental reviews and making authorized decisions for surface transportation projects in North Carolina that merges the requirements of Section 404 of the Clean Water Act, the National Environmental Policy Act of 1969 (42 U.S.C. 4321, et seq), and

Section 106 of the National Historic Preservation Act. To this end, the Merger process provides a forum for appropriate agency representatives to discuss and reach consensus on ways to facilitate meeting regulatory requirements of Section 404 of the Clean Water Act during the NEPA/SEPA decision-making phase of transportation projects. The Merger Process allows agency representatives to work more efficiently (quicker and comprehensive evaluation and resolution of issues) by providing a common forum for them to discuss and find ways to comply with key elements of their respective agency's mission. The Merger Process helps to document how competing agency mandates are balanced during a shared decision-making process, which results in agency representatives reaching a "compromise-based decision" to the regulatory and individual agency mandate. As a result, historic preservation has a strong role to play, and the HPO / OSA can work collaboratively to foster the most positive preservation outcome for these sorts of projects.

In other ways, the HPO / OSA continue to advance as much pre-planning for many types of projects, including enhancement of our GIS mapping enterprises, databases, archaeological and architectural survey work, and digitization of records. Inclusion of cultural resource layers for NCDOT's Project Atlas is another example. Beyond the expected survey work, we initiated an effort to digitize existing cemetery records as well as to solicit new cemetery site forms from the public, especially for unmarked or under-marked burying grounds, all in an effort to help projects avoid impacting these historic sacred places. The more information we can glean and make available, the more possible it is to foster a preservation-oriented decision.

Programmatic agreements were also a tool to aid in these efforts, especially large-scale or thematic projects, including with the following:

- the Bureau of Ocean Energy Management (BOEM) for offshore energy generation and the US Army Corps of Engineers (USACE) for land-based wind farms,
- the Federal Railroad Authority for the Southeast High Speed Rail Corridor between Richmond and Raleigh,
- multiple parties (NCDOT, USACE, and FHWA) for minor transportation projects,
- the NC Departments of Commerce and Public Safety for Hurricane Matthew recovery, and
- FEMA a tailored state-specific agreement for disaster recovery that served us well for Hurricane Florence.

Another example of our own in-house commitment to pre-planning was an archaeological project in downtown Raleigh behind our agency offices in 2021-2022. Before construction begins for the statewide Freedom Park on the northwest quadrant of the 109 E. Jones Street block – literally behind the Archives and History building – the Office of State Archaeology undertook ground truthing to determine the location of earlier buildings associated with the now demolished circa 1850 Hogg residence, including the appurtenant structures that may have housed enslaved persons. This kind of work was not undertaken at the time the Archives and History Building was constructed around 1964 – for which the Hogg house was destroyed – because of the dearth of laws at that time to govern such activities. Information gleaned from these investigations along with archival research being undertaken in concert with the

Historical Research Office will aid in future interpretation of the site as a public park and commemorative space.

In relevant trainings, briefings with elected officials and decisionmakers, and public interactions, we have fostered an attitude of “measure twice, cut once” for project planning, recognizing that change is inevitable but we need not lose our past in the present as we progress towards the future.

- **Conduct a study of available and potential historic preservation incentives and/or funding sources / Encourage decisionmakers at all levels of government and the private and non-profit sectors to find funding solutions to support broad-based historic preservation and archaeological programs.** We have maintained an updated “go-to” list of available funding sources and incentive programs available to locals through entities such as community foundations as well as state entities (such as the Marion Covington Foundation, a North Carolina-based preservation funding organization) and federal organizations (like the National Trust, which has increased its funding thanks to generous donations during the cycle). This list is shared frequently with constituents and updated frequently.

During the 2013-2016 period where our state historic tax credit program was in flux, sunset-ed, and then restored after a year, our office prepared an internal memo examining the pros and cons of a state grant program in lieu of a state historic tax credit incentive. Additionally, we have prepared a proposal at the request of agency management during the Cooper administration for a state grant program for historic preservation, which was included in the governor’s budget at one time; to date, the state legislature has not opted to fund such a program. Rather, during this time, we have observed individual preservation projects funded as direct legislative grants to a wide variety of constituents, usually for bricks and mortar assistance, a preservation positive outcome. The state legislature has also opted to direct fund battlefield acquisition monies as a match to the federal American Battlefield Protection Program’s requirements.

We have also provided information to constituents regarding historic preservation programs overall at their request as part of their investigation for objects for charitable giving and estate planning. We also speak with constituents interested in protecting their own properties through long-term protection measures such as preservation easements or covenants, and provide referrals to preservation non-profit organizations that can aid them further in these endeavors.

- **Encourage state agency stewardship of state-owned historic and prehistoric properties / Monitor easements acquired on tracts through Save America’s Treasures, Preserve America, or battlefield protection grants.**

We have worked extensively with the Division of State Historic Sites to provide technical consultations for a wide range of restoration projects, including the State Capitol, Roanoke

River Lighthouse, James Iredell House, and the National Historic Landmark Chowan County Courthouse in Edenton, the William R. Davie House at Halifax, St. Phillips Church at Brunswick Town, Tryon Palace, Spencer Railroad Shops (North Carolina Transportation Museum), Vance Birthplace, the Tea House and Canary House at Charlotte Hawkins Brown State Historic Site. We also participated in the master planning process for the National Historic Landmark Fort Fisher. Additionally, we had the opportunity following Hurricane Florence to fund repairs to the battleship USS NORTH CAROLINA and the Harper House at Bentonville Battlefield State Historic Site, both National Historic Landmarks, as well as the Douglas Block at Tryon Palace.

In the last cycle, we also worked with agency colleagues to apply for a wide variety of National Park Service grants, and were awarded (and completed):

- Maritime Grant for the USS NORTH CAROLINA to make critical repairs to the ship's hull for permanent structural security;
- Underrepresented Communities grant for Rosenwald School and African American neighborhood National Register nominations; another URC grant is under way for Green Books' sites;
- Multiple American Battlefield Protection Program grants for land acquisition at Bentonville and Aversboro Battlefields;
- An American Battlefield Protection Program planning grant for study of battlefields in which US Colored Troops took part in combat;
- Civil Rights grant for a survey study of Civil Rights sites in northeastern North Carolina; we have since applied for and received a second phase award for this project for nominations; and
- A Semiquincentennial (250<sup>th</sup>) grant for bricks and mortar work at the colonial-era State Historic Site of Brunswick Town.

North Carolina constituents also sought and received needed funding from National Park Service grant programs, including Civil Rights, Historically Black Colleges and Underrepresented Communities grants.

Erosion along the Cape Fear River from a wide range of causes began to reveal extant colonial-era wharves at Brunswick Town / Fort Anderson State Historic Site, and working as a team, our agency discovered a cutting-edge solution to arrest and reverse this destruction to this rare near-shore and underwater archaeological site – wave attenuators. Endorsed by the National Park Service, engineers, and academics alike, this technology has proved invaluable. Subject to continued monitoring by the University of North Carolina-Wilmington, the system is not quite as extensive to date as needed, but a series of National Park Service and other grants have funded installation of several segments as a national model for combining natural resource protection with historic preservation.

We also worked collaboratively with the State Construction Office in the North Carolina Department of Administration and State Court system to provide technical assistance and preservation consultations for state-owned offices and facilities like the Governor's Mansion, Hawkins-Harkness House (Lt. Governor's Offices), State Highway Building in Raleigh, the Old Revenue Building, the Justice Building, Court of Appeals Building, the Commercial and Education Building and National Historic Civil Engineering Landmark Dorton Arena at the State Fairgrounds, and the North Carolina School for the Deaf, and the former Stonewall Jackson Training School (early 20<sup>th</sup> century juvenile justice facility), and with state universities and colleges (including Howell, Carr, and Hill Halls at the University of North Carolina-Chapel Hill; Moore Hall, Elizabeth City State University; and the iconic Bell Tower / WWI Memorial at NC State University), and with counties and cities alike for historic courthouses and city halls. By the close of the cycle, the North Carolina National Guard had also requested our assistance to develop a holistic preservation approach to aid them in continued use of their historic Armory buildings statewide.

In 2015, our former parent agency, the North Carolina Department of Cultural Resources, was expanded with the addition of multiple division of the former North Carolina Department of Natural Resources, including the State Division of Parks and Recreation. This departmental merger has provided the opportunity for us to aid this division further with preservation and archaeological consultations and assistance, especially at the following:

- Morrow Mountain State Park with its extensive American Indian archaeological sites, including the National Historic Landmark Holloway Site;
- Hanging Rock State Park with its addition of the 19<sup>th</sup> century Vade Mecum resort;
- Lumber River State Park, where we assisted with archaeological due diligence prior to construction of a new visitors center, incorporating public archaeology days with the Lumbee community and larger public into this project; and
- Carvers Creek State Park with bricks and mortar projects at the former Rockefeller family winter estate.

At the close of the cycle, we continue to work with division and departmental management to develop a more detailed pre-planning approach for park amenities and to facilitate a series of park-focused architectural and archaeological surveys to establish a baseline for planning.

Easement monitoring took place throughout the period through a rota system.

- **Work with the NC Natural Heritage Trust Fund to identify candidate properties that have both historic and natural value and, depending on program funding, acquire properties for the benefit of the state and its citizens.** During this planning cycle, this program changed its rules and allowed for direct applications from the public versus only those brought by state agencies. To that end, we continue to encourage land trusts and other similar applicants to seek funding from this state program, now known as the North Carolina Land and Water Fund, for protection of historic lands, especially through cost-effective conservation easements. We

also assisted the Fund in developing criteria that would aid the selection board to identify worthy historic properties and to allow such properties to compete meaningfully alongside other categories of properties.

- **Offer training workshops/presentations on Section 106 of the National Historic Preservation Act and NC General Statute 121-12(a) for agencies, consultants, commissions, and others.**

We worked closely with FEMA, State Historic Sites, NCDOT, and the Office of State Archaeology to put on trainings for agency professionals as well as the public, including local preservation commissions. A biennial consultants' workshop was held regularly by the Survey / National Register branch as well as an annual local commission staffers' workshop, which covered these topics.

- **Make available HPOWEB GIS to all governmental agencies for incorporation into their GISs and use in local planning.** We have established a download link and instructions for any constituent who wishes to download our publicly available, non-confidential layers; our training and workshops for local constituents has included this option. We have worked collaboratively with NCDOT via their Project Atlas initiative (explained elsewhere herein).
- **As allowed, host legislative open houses/orientations for new state legislators to share the HPO's services and the value of historic preservation to state's economy / Partner with the NC Municipal League and the NC Association of County Commissioners' to provide newsletter content and presentations on historic preservation topics.**

These tasks were done informally, usually through our legislative liaison as the opportunity arose.

**Building showcases.** Three successful programs in Ahoskie, Elizabeth City and Tarboro consisted of a day divided into lectures regarding state and federal rehabilitation, followed by tours highlighting historic buildings available and eligible for rehabilitation with state and federal tax credits. These morphed into collaborations with the North Carolina Department of Commerce for individual trainings / presentations on historic preservation topics, including the National Register and historic tax credits, into a larger program called "Leverage NC".

- **Federal historic tax credit program.** In addition, North Carolina's use of the federal historic tax credit program remains strong; **North Carolina ranked 8th in the nation in completed projects** and 6th in proposed projects in FY 2021.

# **The State Preservation Plan Planning Process, or**

## **Planning the Plan: Developing a Preservation Plan for the State of North Carolina**

### **Introduction**

All State Historic Preservation Offices are required under the National Historic Preservation Act to develop a comprehensive plan for protecting and using historic and cultural resources within their state. While many people assume that such a plan is developed by the HPO for its own use, it is actually intended to serve as a basis for development of broad preservation goals and policy for anyone involved in preservation, whether they are professionals in the state preservation office, planners in local governments, professionals in the not-for-profit sector, or citizens interested in protecting their community's historic buildings. Ultimately, it is the latter group in its broadest sense – ordinary citizens – that such a plan must serve.

Although all state plans share some common features, each is designed to address the cultural breadth and depth of one state in particular, focusing on the unique challenges and opportunities in that state. Rather than attempting to be a technical compendium of everything known about a state's historic resources, a good plan provides general guidance for making good decisions – public and private, local and statewide – to better integrate protection and management of historic resources into the overall process of growth, development, and change. In addition to historic preservation, which typically refers to architecture, this plan includes archaeology and cultural heritage more broadly.

A state's development of a plan is funded in part by the state's share of the Historic Preservation Fund (HPF), which comes from revenue generated by offshore oil and natural gas leases. Each state's share is appropriated by NPS and constitutes the bulk of available funding for preservation projects. No federal tax dollars are used. Our state plan, per NPS requirement, is updated approximately every five to ten years to maintain relevancy as policies and decisions affecting land use and historic resources become increasingly complex and constituents' priorities change with the times. We have opted once again to prepare a 10-year preservation plan to give sufficient time for work towards achievement of our overarching goals and to acknowledge that our goals from our previous 10-year plan remain relevant for a much longer period. Prior to submission to the NPS for final approval, the final draft plan is approved by the North Carolina Historical Commission, our statewide governing board for our agency's Office of Archives and History, of which the HPO is a constituent part.

Although the plan is intended to serve as a roadmap for the broader preservation community, and HPO encourages participation in the implementation, there is no mandate or requirement for



individuals or organizations to adhere to the plan. HPO will use the plan to inform its agency's work over the next decade and report annually to NPS on its progress.

As part of the plan's ongoing development, the North Carolina HPO solicited **public input** through a **statewide in-depth survey** using the internet-based SurveyMonkey. The survey was open to the general public for participation from August 2, 2023, through June 1, 2024, and advertised through the HPO's statewide preservation listserv, preservation partners' email lists (including that of the statewide preservation nonprofit Preservation North Carolina), internally within the HPO's parent agency, and otherwise by electronic mail. The survey was followed by **twelve (12) Zoom platform listening sessions with constituents and one in-person listening session (PNC statewide preservation conference) between October 2023 and April 2024:**

- Kick-off listening session at the October 2023 annual statewide preservation conference in collaboration with Preservation North Carolina, the statewide preservation nonprofit organization.
- Listening session with the North Carolina Office of State Archaeology.
- Listening session with the North Carolina African American Heritage Commission staff; the new North Carolina American Indian Heritage Commission was also invited to participate in its own targeted listening session but opted not to participate.
- Listening session with the Survey / National Register Branch staffers of the HPO.
- Listening session with HPO Grants / Local Government staffers.
- Listening session with members of the Historic Resiliency Project (funded by the Emergency Supplemental Historic Preservation Fund grant for recovery from Hurricanes Florence and Michael), comprised of faculty from the University of North Carolina School of Government and NC State University.
- Listening session with historic preservation planners statewide.
- Listening session with Preservation North Carolina staffers.
- Five regional listening sessions for constituents (2 Piedmont, 2 Eastern, 1 Western); participants included representatives of regional and local preservation advocacy groups, historic tax credit developers, archaeologists, architects, architectural historians, and members of the public interested or engaged in historic preservation.

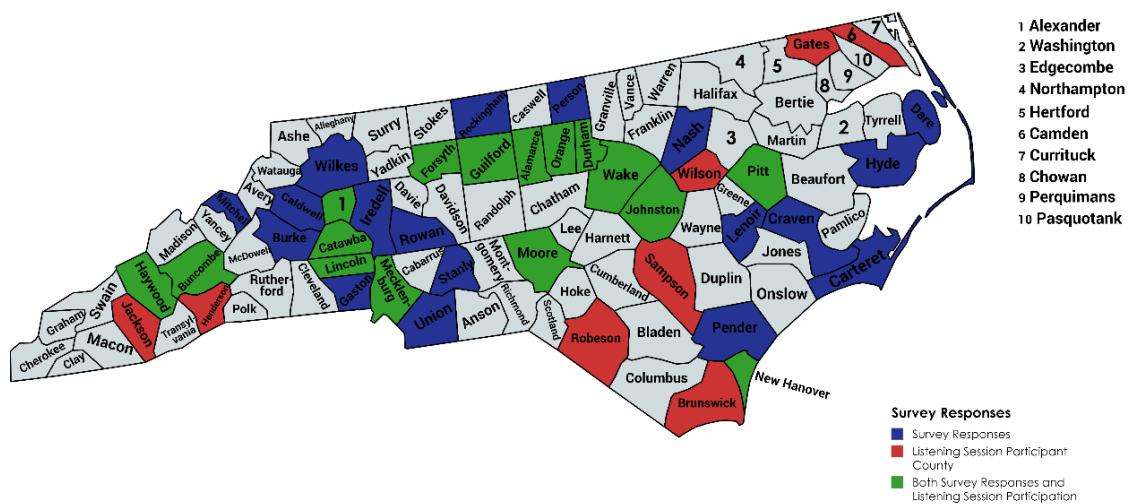
HPO and OSA staff also participated in a day and a half, facilitated SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis workshop in December 2022 to assess organizational strengths and opportunities.

An HPO / OSA advisory group, consisting of State Historic Preservation Officer / Agency Deputy Secretary of the Office of Archives and History Dr. Darin Waters, members of the North Carolina Historical Commission, HPO branch heads (program leads), and the State Archaeologist together with Deputy State Archaeologists, directed the plan's planning.

## Survey Results

The public survey was taken by a wide range of individuals, with completion by approximately 190 of the 264 individuals who began it, a response rate of 72%. The survey asked for a combination of

quantitative multiple choice and short comment responses. Participants were evenly distributed across the state, with slightly more responses from the Piedmont region in the general survey. County representation for survey response was widespread in both urban and rural areas as seen in the map below. Disappointingly, we did not have as many respondents as in our previous 2012 statewide survey, nor a verified number of counties represented. Given that we advertised the survey for an extensive period (October 2023 to June 2024), we can only chalk this fact up to a certain level of survey fatigue and a generational shift in the public interested in historic



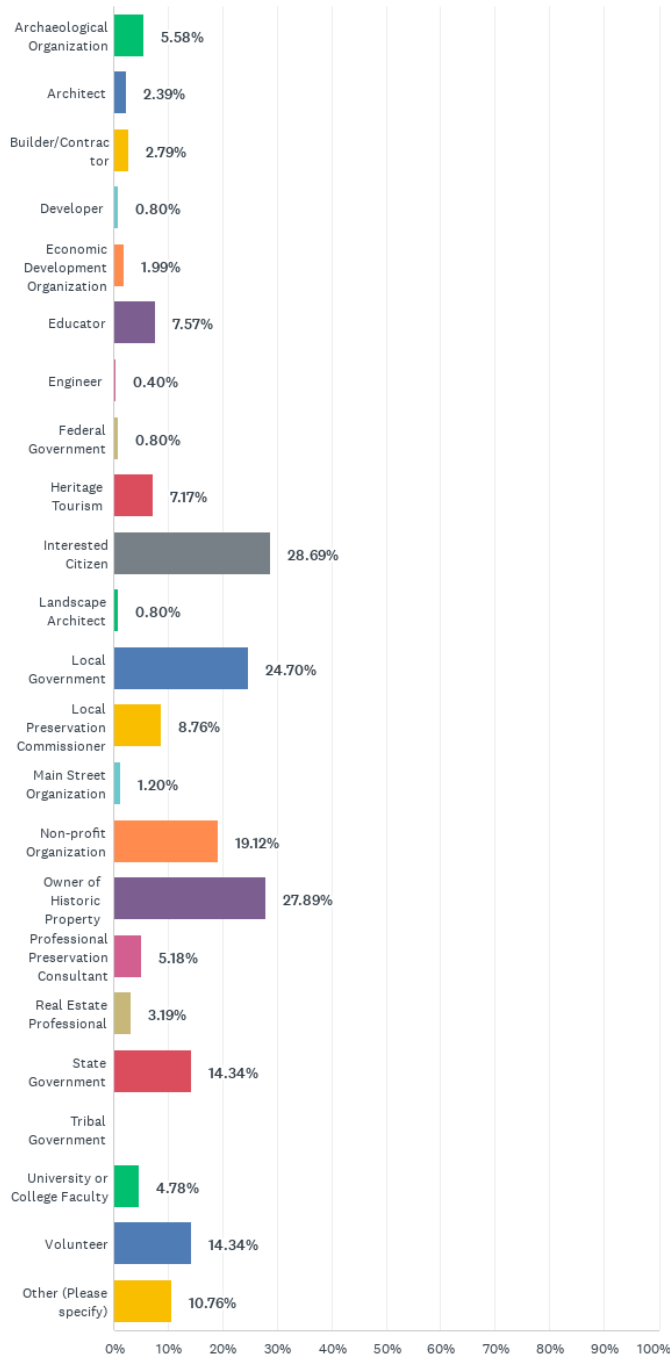
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preservation since the last plan’s preparation; additionally, approximately only 26% of survey participants identified their county of residence. Listening session participants brought additional verified county representation. Altogether, constituents from 43 North Carolina counties verifiably participated.

Nearly 29% of the survey participants identified themselves as “interested citizens” when asked to describe their relationship(s) to historic preservation. Another nearly 28% self-identified as historic property owners, 19% as non-profit organization members, and nearly 25% as local government officials or staff. Respondents also included volunteers, state government personnel, local preservation commissioners and planners, librarians, historians, engineers, park rangers, educators, heritage tourism professionals, archaeologists, professional preservation consultants, builders / contractors, architects, real estate professionals, economic developers, and university or college faculty. One member of the public identified themselves more specifically, demonstrating the wide breadth of survey respondents that included the general public: “My kids

go to school in two historic schools, I volunteer and run downtown in the historic district, and we specifically moved to be somewhere that preserves history.”

Q3 What best describes your relationship(s) to historic preservation? (Choose no more than three)



The survey asked participants a variety of questions about their familiarity with the existing state plan and their perception of what it is supposed to do, constructed on a SWOT analysis framework.

**Last plan's goals.** Overwhelmingly, respondents felt the last plan cycle's goals were being met adequately. Open responses to the five goals of the 2013 plan revealed contrasting perspectives, including:

**Goal I: Outreach and Communication (Heighten the HPO's role as the State's official historic preservation agency)**

Poor (8%) / Fair (20%) / **Good (41%) / Excellent (16%)** / Don't Know (16%)

**Good + Excellent = 57%**

- *"Good outreach and accessible staff."*
- *"I think the SHPO does an extraordinary job with the CLG program. I'd like to see you expand that role so that you have more a presence at local AIA and APA conferences to share your knowledge and your office's resources."*
- *"Know that they are a great resource for technical advice in preservation."*
- *"Didn't know about it [the HPO]."*
- *"Didn't know they [HPO] existed and we are interested in historic preservation."*
- *"Never even heard of it prior to today."*
- *"I think more could be done to expand awareness about the HPO within marginalized communities and heritage organizations that work with marginalized communities."*
- *"SHPO website is still confusing and disjointed."*

**Goal II: Education / Technical Services (Provide timely and expert assistance on matters related to historic preservation in North Carolina)**

Poor (6%) / Fair (18%) / **Good (38%) / Excellent (26%)** / Don't Know (14%)

**Good + Excellent = 64%**

- *"SHPO does a great job but they are understaffed...."*
- *"Reliable and timely assistance as requested."*
- *"Excellent."*
- *"Much improvement over the past few years."*
- *"Timely assistance is not always available due to low staffing and turnover."*
- *"Need more staff members"*
- *"Again, I know this has been done – but I think educating younger people about what it takes to do this stuff is critical for future."*
- *"From my limited view in the western region, it seems that the HPO provides timely and expert assistance to different constituencies."*

**Goal III: Advocacy (Foster job creation and economic development through historic preservation by demonstrating the return on investment from rehabilitation and reuse projects)**

Poor (7%) / Fair (22%) / **Good (39%) / Excellent (13%) / Don't Know (21%)**

**Good + Excellent = 52%**

- *"I am always impressed by the tax credit program and the efforts of the HPO to promote various projects and opportunities."*
- *"This continues to be an area of weakness, in terms of reaching non-preservation professionals in our state."*
- *"Over the past 10 years, it seems as though the HPO has done a good job of demonstrating the ROI from preservation projects...I don't know that this work has actually 'fostered' job creation, but certainly the HPO has demonstrated the economic benefits of HP."*
- *"Lot of successful projects and coverage by media."*
- *"...most towns do not believe in the value of preservation."*
- *"More effort needs to be done in the publicity of projects, big or small. The regular person still does not know who we are or what preservation is."*
- *"Development pressures in both urban and rural areas are bringing drastic changes to the historical and cultural landscape of NC."*
- *"Preservation is a no-brainer for many communities that have recognized its use as an economic generator. Other communities are still chasing after new buildings and need to grow their appreciation of local historical buildings."*

**Goal IV: Partnership (Enhance and nurture existing HPO partnerships)**

Poor (4%) / Fair (18%) / **Good (33%) / Excellent (14%) / Don't Know (32%)**

**Good + Excellent = 47%**

- *"the CLG program and easy access to members of the state team has been helpful."*
- *"The HPO has generally done a good job of maintaining partnerships. But it seems that more could be done to cultivate new partnerships."*
- *"Don't see a lot of cross collaboration across my perspective so I'd like to see this more and use each other as resources."*
- *"Would like to see a bigger push to encourage use of preservation tax credits and enhancement of relationships designed to influence local planning, zoning, and development decisions."*

**Goal V: Identification/ Designation (Identify the state's historic resources so that they become better known and understood and are incorporated into community, regional, and state planning)**

Poor (6%) / Fair (22%) / **Good (38%) / Excellent (25%) / Don't Know (10%)**

## Good + Excellent = 63%

- *“...the HPOWEB GIS is an excellent resource!!”*
- *“So far as I know, NC’s architectural survey is one of the best in the country.”*
  
- *“Identification appears to be happening but I lack vision of its integration into community and regional planning.”*
- *“Can always be more.”*
- *“More money needs to be allocated for surveys”*
- *“Lack capacity to meet the need – not necessarily HPO’s fault, but due to decisions of funding bodies”*
  
- *“The HPO has done a good job of expanding the focus on places associated with African American heritage, especially with regards to cemeteries and religious and educational spaces. I would love to see this focus persist and increase and for the HPO to do more to support and empower marginalized communities to be involved in these efforts. I think more could be done to provide / promote heritage preservation alternatives to NR listing.”*
- *“NC’s history and pre-history should be well known and cherished. Efforts to acquaint citizens with NC’s contributions to the nation should be a priority and should be designed to encourage Preservation as a value in local decision making.”*

**Greatest preservation threats?** **Development pressure, growth, and sprawl** ranked as the greatest single threat to historic preservation efforts within North Carolina (tied for # 2 in 2012), with **demolition of historic resources** a close second, and **neglect/abandonment** following at number three. A lack of appreciation of historic resources by government officials and insensitive new construction rounded out the numbers four and five, respectively. Individualized open responses included the following:

- *“Lack of additional state preservation laws.”*
- *“Lack of funding for private preservation activities.”*
- *“limited community resources, power and awareness of preservation tools and avenues; problematic / limiting standards for ‘integrity’ and ‘significance’ in preservation policies.”*
- *“development pressures to increase urban density are creating issues just as serious as sprawl issues and result in loss of naturally occurring affordable housing, cultural identity and irreplaceable historic resources.”*
  
- *“Failure of understanding that small losses add up to big losses of a sense of place.”*

**Contributions of historic preservation?** The most valuable contribution of historic preservation in North Carolina was overwhelmingly viewed to be **“maintaining a sense of place”**, purposely undefined by our office, and interestingly followed closely by **“history education”**. **“Acknowledging everyone’s history”** likewise was a strong contender at number three, suggesting

a greater interest of the public in a heightened holistic approach to historic preservation efforts for all North Carolinians.

**Most important approaches?** The top five most important approaches to the continued protection of historic resources within the state ranked in order as **local designation of local landmarks and districts** (zoning and regulation); **historic rehabilitation tax credits**; **covenants, easements, and transfer of development rights**; **public funding assistance (grants)**; and **heritage tourism** were considered, tracking the results of the previous plan's survey with increased funding, incentives, and support as the top three approaches in 2012.

**How better to "do preservation"?** When asked further as to **what five most important things North Carolina needs to do better to protect its historic resources and to advance preservation values**, the top response was still **economic development incentives**, combined with integration of preservation of historic resources into public planning, followed by increased funding for local preservation projects, enactment of stronger state and local preservation laws, and maintenance / enhancement of existing historic rehabilitation tax credits.

**Opportunities for preservation?** Participants were also asked to name **opportunities** for the preservation of North Carolina's resources through the lens of what type of historic resources (built environment) are most threatened today. **Farms, barns and agricultural buildings led the responses** at 78.89%, followed by downtown commercial areas, residential areas, mid-century buildings, and cemeteries and burying grounds. Interestingly, **civic buildings were seen as least threatened**.

**Most important time periods to North Carolina's history.** When asked what time periods are most significant to North Carolina's history, the late 19<sup>th</sup> century, representing the post-Civil War Reconstruction period, was the clear front runner (69.32%), followed by the 18<sup>th</sup> century (42.63%) with large-scale European and African settlement, and the first three decades of the 20<sup>th</sup> century (41.43%), marking widespread industrialization in addition to the agricultural economy and better transportation networks.

**What time periods are most threatened?** Even more granular was feedback regarding the top three time periods most threatened in terms of historic and cultural resources – the top response was **"mid-century modern", or 1950-1969** at 53.40%, followed by the Depression and WWII era, or 1930-1949, and the late nineteenth century, or 1860-1899 a close third. The earliest time periods ranked lowest: in 7<sup>th</sup> position, the time before European contact, or before 1585, 8<sup>th</sup> was the 18<sup>th</sup> century, and at the bottom was the first century of European settlement, or 1585-1699. Striking is the contrast between most important time periods identified and those threatened; only the late 19<sup>th</sup> century was overlapping.

**Land-use planning?** We also queried survey respondents as to how successfully they believed their community to incorporate historic preservation into their larger land-use planning process. "Fair" was the top answer at 30% with a weighted average of 2.04, with "poor" at 26.32%. Only 8.42% believed their community to do so at the "excellent" level, and 27.89% believed it was good.

Consequently, **nearly 57% of respondents** thought local land use practice for historic preservation in their area **failed to approach even the “good” level.**

We further asked what were the top three ways a community *could* incorporate historic preservation into land-use planning, **education of developers, realtors, and attorneys** led, followed by with **comprehensive planning policies** in second place, and **acquisition of threatened properties** and **enactment and enforcement of a preservation ordinance**, tying for third place. Open responses included other means:

- *“Establish a large revolving fund and staff for temporary acquisition and rehab[,] then sale of historic structure; establish a significant fund and staff for historic heir properties.”*
- *“Incentives for developers to incorporate historic buildings into their plans.”*
- *“Stop assuming that land use planning must be in concert with current attitudes about economic and workforce development and stop believing everything can, will, or should be done with a grant.”*
- *“Use public participatory planning to educate citizens and elected officials about the importance of a sense of place.”*

**Utilized and beneficial services?** We were also keen to understand which HPO or OSA services respondents have used or found beneficial. “Technical assistance for preservation, stabilization, and restoration of historic resources (above or below ground”, namely the **extension work of the Restoration Services branch** was the top answer at 53.72%. **National Register of Historic Places’ nominations** was nearly tied with **historic rehabilitation tax credits**. The **Certified Local Government program and local preservation commission assistance** was nearly tied with **“public education”**. Meaningful numbers have likewise availed themselves of the Section 106 process, CLG or hurricane grants, along with the historic cemetery program and archaeological technical assistance. Eight respondents noted they had not used any of these services, and some were unaware that such assistance was available, while another mentioned one HPO member by name, characterizing that staffer **“as the best”**.

**Future focus areas?** To aid us in prioritizing certain initiatives and service activities, we also queried respondents as to where our future focus should be. **Digitization of and greater accessibility to legacy “paper” architectural survey information** was the leading selection at 87.23%, followed closely by **more technical assistance and training, more surveys in underrepresented communities, assisting state agencies who steward historic places, and work on our cemetery layer in our HPOWEB state GIS mapping system**. Again, open responses were edifying, especially in terms of the overall knowledge of these services and the HPO / OSA, and reemphasizing earlier goals / action items, or offering new activities to consider prioritizing.

- *“Digitize all legacy OSA records and make available through online portal (subscription / fee if necessary)”*
- *“High school and university-level education and outreach, especially more paid internships and collaboration with high school, community college, and university educators.”*



- *“Partner with community colleges and existing construction programs to train more skilled craftsman [sic].”*
- *“Increase staffing to provide more assistance to citizens.”*
- *“Strategically engage local and regional planning agencies, such as the regional councils of government, regional prosperity zones, NC chapter of APA, and the NC League of Municipalities.”*

A number of these comments illustrated a misapprehension about the presumed independence of the HPO / OSA as a government entity in terms of advocacy or authority for policy changes, but set out action items that may be of interest to preservation nonprofit organizations and advocacy groups.

- *“Enact laws to protect cemeteries with no known / living ownership.”*
- *“Work with advocacy groups to effectively lobby for more state preservation law (demolition denial, TDR programs, land conservation policy, increase SHPO funding).”*
- *“Work with the state legislature to protect historic site[s] and structures.”*
- *“Provide grant opportunities to rural communities that are trying to start preservation programs with a reluctant community.”*
- *“Help push for improvement of state and federal laws.”*
- *“Stand up for preservation instead of caving to developers.”*

Even discounting the quality of responses (it could not have been lost on respondents that they were rating the HPO “to its face”), the consistency of additional comments offered at the end of the survey responses must be noted: nearly 20% of all responses praised the HPO staff’s level of knowledge, competence, or expertise, often with the words “thank you”. 25% of the comments cited low salaries compared with the market and high workload, or as one respondent put it, “overworked and underpaid” HPO / OSA staffers, and worries about the HPO / OSA being able “to keep up with current future needs without substantially increasing budget to pay living wages to staff.”

Also significant is that the descriptions occur in pairs or triplets. HPO staffers are “knowledgeable, enthusiastic, and helpful” and “helpful, well-informed, and knowledgeable about any preservation topic put before them” but “over-extended in the size of areas and numbers of people served.” “Keep up the great work!” was the wish of one survey participant, and another offered, **“...[e]mployees of OSA and HPO....need support because they are the people who make the preservation happen.”**

## Listening session comments

To expand upon the information gathered in the open survey, we reached out to constituents throughout North Carolina, inviting them to a series of listening sessions organized along regional, disciplinary, or organizational lines. The listening sessions consisted of twelve (12) Zoom

platform listening sessions with constituents and one in-person listening session (PNC statewide preservation conference) between October 2023 and April 2024, including:

- Kick-off listening session at the October 2023 annual statewide preservation conference in collaboration with Preservation North Carolina, the statewide preservation nonprofit organization.
- Listening session with the North Carolina Office of State Archaeology.
- Listening session with the North Carolina African American Heritage Commission staff; the North Carolina American Indian Heritage Commission was also invited to participate in its own targeted listening session but opted not to participate.
- Listening session with the Survey / National Register Branch staffers of the HPO.
- Listening session with HPO Grants / Local Government staffers.
- Listening session with members of the Historic Resiliency Project (funded by the Emergency Supplemental Historic Preservation Fund grant for recovery from Hurricanes Florence and Michael), comprised of faculty from the University of North Carolina School of Government and NC State University.
- Listening session with historic preservation planners statewide.
- Listening session with Preservation North Carolina staffers.
- Five regional listening sessions for constituents (2 Piedmont, 2 Eastern, 1 Western); participants included representatives of regional and local preservation advocacy groups, historic tax credit developers, archaeologists, architects, architectural historians, and members of the public interested or engaged in historic preservation.

Each listening session followed the same format with a presentation by Deputy SHPO Ramona Bartos about the state plan planning process and legal authority and results (to that date) of the survey. In order to expand on themes emerging from the statewide survey and to spark further discussion and insights, CLG / Local Government Commission Coordinator Kristi Brantley then posed a series of five questions, specifically:

1. **What does “maintaining a sense of place” mean to you, in practice?**
2. **What strategies do you think could help guard against development pressures?**
  - a. **For resilience-focused listening session:** together with resilience challenges?
3. **Farms, rural landscapes, and cemeteries were considered the top three types of properties that “should be preserved.” Why? How to preserve?**
4. **What should the State Historic Preservation Office, as an arm of government, be doing to help constituents foster historic preservation?**
  - a. **For resilience-focused listening session:** ...together with greater resiliency?

5. **What one thing would you like to do as in your role that you believe would enhance preservation efforts in North Carolina in the next 10 years?**

- a. **For planner-focused listening session:** What one thing would you like to do as a *local planner* that you believe would enhance historic preservation efforts in North Carolina in the next 10 years?
- b. **Regional meetings** – substituted “in your role” for “**all preservationists**”.

The goal in asking the same five questions to all listening group members were to **help spark conversation, to create consistency for trend-spotting with an eye towards developing a “feedback baseline” statewide.**

Observations varied widely, but as expected a number of themes emerged:

1. **What does “maintaining a sense of place” mean to you, in practice?**

<p><b>Feelings / emotions</b></p> <ul style="list-style-type: none"> <li>• How a place makes you feel</li> <li>• tied to feelings / emotions: “Feeling that is evoked: is it something that people want to preserve / maintain because of the feeling” and “Sense of gloom – hard to get excited when you’re hanging on to something by your nails / slippery slope. Do you feel bad about that place?”</li> <li>• sense of place = sense of pride</li> <li>• Can be sacred places</li> </ul>	<p><b>Serves as memory / touchstone to history</b></p> <ul style="list-style-type: none"> <li>• Nostalgia / memory</li> <li>• What is familiar -- What you grew up with – what you saw everyday &amp; was important to your community. Not necessarily the oldest stuff in town.</li> <li>• Storytelling</li> </ul>
<p><b>Relative / contextual nature of “sense of place”</b></p> <ul style="list-style-type: none"> <li>• Relative nature of place</li> <li>• Varies throughout state in individual communities</li> <li>• Iconic landmarks inform sense of place</li> <li>• What makes a place special?</li> <li>• contextualizing "sense of place" and tailoring to the community</li> <li>• there are layers to a “sense of place”</li> <li>• heterogenous, not always homogenous</li> </ul>	<p><b>Supports sense of belonging</b></p> <ul style="list-style-type: none"> <li>• sense of place can equal sense of belonging</li> <li>• “People want a sense of belonging and making them proud as sense of greater community. “</li> </ul>
<p><b>Physicality / uniqueness of sense of place</b></p> <ul style="list-style-type: none"> <li>• Physicality of place</li> <li>• But more than physicality</li> <li>• Scale, materials of buildings</li> <li>• Landscape is part of sense of place (cultural and physical)</li> <li>• The sense of place may be something smaller than a building, but rather a component.</li> <li>• authenticity, especially neighborhoods and what’s unique in our state</li> <li>• Concept of feeling like you are in a unique place.</li> </ul>	<p><b>Fosters respect towards others and the past</b></p> <ul style="list-style-type: none"> <li>• sense of place = respecting others and preserving everyone’s history</li> <li>• sense of place = memory / connection</li> <li>• where your ancestors were</li> <li>• Sense of orientation (physically, abstractly)</li> <li>• “community has a history and the place recognizes that. Gives a sense of their ancestors – they did something that is why you are here. Connects to past as you move towards future. Reminds you of the past – both good and bad”</li> <li>• how we connect to landscapes and how we connect to community</li> </ul>

<p><b>Not limited to one type of community</b></p> <ul style="list-style-type: none"> <li>Rural and urban settings alike</li> </ul>	<p><b>Defines identity of community and individual</b></p> <ul style="list-style-type: none"> <li>How to define this squishy feeling: “This is us”</li> <li>Informs identity of community and individuals</li> <li>tangible landscape that defines our identity</li> </ul>
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## 2. What strategies do you think could help guard against development pressures?

<p><b>Preservation-oriented planning / policies</b></p> <ul style="list-style-type: none"> <li>“get your elected officials on board and educate them as to value of preservation. If they prioritize development, then we’re documenting and demolishing. Officials are balancing a lot of needs and priorities for a community, but you need to have them on their side / you can do that internally as a planner”</li> <li>“special legislation for their community to delay demo for National Register listed properties has been helpful. They now review all new construction projects – if an NR listed property is in the footprint of that development, it gives Town more options re: preservation options. Can we do this statewide? Not being able to regulate single family housing is a nightmare.”</li> <li>“The town of Apex has a demolition ordinance that all surveyed historic resources must be evaluated before they can be heard for a rezoning request”</li> <li>“stronger statewide legislation. Demo delay is meaningless as it is built into developers’ design plans; that doesn’t meet the spirit of the delay. Any incentive to encourage people to retain vs. demolish.”</li> <li>“Adopt planning, zoning, and building regulations with a focus toward strengthening community/neighborhood identity, incorporating accessibility and connectivity into designing the physical environment, require a percentage of green space be maintained in urban and subdivision development”</li> <li>“Points to strategies needing to be context specific; example, fast growing (loss) vs. slow growing (keep buildings from crumbling). Assisting property owners / community in a context specific way.”</li> <li>“we want to protect these areas but there’s a competing plan in some cases; example, highways. There may be a mismatch re: these goals. Local hazard mitigation plan and Beaufort mentioned historic preservation but the money flows from pre disaster and post disaster plans. Beaufort did an inventory of historic resources but had no action plans. There is a need to link these historic preservation plans to other types of initiatives that link to or affect resiliency measures.</li> <li>“Shrink wrap zoning envelope to what’s there and take economic entitle away to developers; “down zone” vs. “up zone” – fit context”</li> <li>“The policy is critical. The preservation plan doesn’t always follow the policies elected officials are adopting. How to get people involved to hold policy makers accountable, especially after the plan is developed. How to counteract / balance differing opinions?”</li> <li>“<b>Perception that “any development is good development”</b>. Rural areas seem to embrace any development. Loss of historical resources to money (development) and to poverty (no \$\$). Lots of pressure in rural areas to say “yes” to any development.”</li> <li>“Need better laws, easier-to-understand laws. Enforcement is needed but we’re not an enforcement agency. All we can say – call local sheriff. Unless it’s NC GS 70 or Section 106, we can only work within those parameters. Not destroying archaeological site – may not be outcome / not necessarily preserving in place. Stronger laws, more public knowledge of laws.”</li> <li>“neighborhood / character districts. Zoning overlays. But how durable are they? Everyone asks for a variance.”</li> <li>Identify more buildings with statewide significance.</li> <li>More local designations</li> <li>“Development as collaboration vs. trying to shape / not stop development”</li> <li>“consultations where there is development planning”</li> <li>“More penalties needed to help historic preservation efforts. HPCs need more tools to leverage development.”</li> <li>“here in Moore County, development / growth is unprecedented. Need more regulatory teeth and economic development incentives. But planning departments are understaffed and can’t deal with bad development.</li> </ul>
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More penalties needed to help historic preservation efforts. HPCs need more tools to leverage development. New economic incentives or make existing programs better known or accessible. {eople feel powerless re: how to deal with development. Needs to better relationships re: developers – they’ll do what they want and just pay fines. Needs to be more tools for regular people and more of a partnership with developers.”

**Document historic places / information sharing**

- “ID the archaeological sites first – know what you have. Predictive models, county wide surveys. Archaeological survey as a resource / partner. Purchasing land for preservation.”
- “RE: cemetery, better connection / sharing of knowledge between counties, our registries, local info; some counties are changing requirements for deeds and plats re: showing cemeteries. Need more systematic way to keep track of cemeteries / record keeping at county level (where are they? Who has them?), beyond Find A Grave or relying on local historian. Foreknowledge prior to development, especially for local-only regulatory situations.”

**Private preservation tools**

- preservation covenants / easements
- “Purchasing land for preservation”
- “preservation alternatives” like saving some buildings but sacrificing others to development
- Land trust being active in historic communities, especially where land is targeted for development but still owned by long-term residents (example in West Southern Pines)

**Education about historic preservation /history**

- “better education – what NR designation does / doesn’t do; using local designations based on NR designations to produce better development in neighborhoods”
- “get your elected officials on board and educate them as to value of preservation”
- “more education for public officials, developers, etc. about intersectionality of affordable housing and preservation”
- “We need political support for historic preservation as well as local designations to preserve the historic resources.”
- “Have more examples of resiliency measures; do more education about what is possible or available that are relatively simple and tailored to historic built environment in an area.”
- handbook for local governments on climate resiliency
- “Always tell people about preservation. Example, Art is an acquired thing – how to appreciate it. Storytelling – learning from people – who is telling that really good story? Development pressure is usually about more density – still can preserve within that density. “Tell our story better” -- why community should value it? What motivates people?”
- How to publicize good examples that work to maintain sense of place.
- “Thinking about how # 2 relates to #1; example – development is destroying sense of place. More education is needed – how that place is important to constituents at the local level. Get communities to think more about their unique story and not to just copy other places (bigger places)”
- “Make public more knowledgeable about laws.”
- “history education”
- “Also understanding what OSA does.”
- incorporate sense of place / need to preserve more into 4<sup>th</sup> and 5<sup>th</sup> grade curriculums.
- “Broader understanding of the communities history. Share with newcomers. What does a building represent to the community?”
- “educating local governments”
- “sharing successful adaptive reuse models”
- “gets leery of assuming word “development” is negative or opposed to preservation / developers are stakeholders in successful HP projects.”
- “how quickly can we get story out and get them to understand it? Less likely to build over it if you understand it. Engage larger community to get support for what they are doing. “Develop with”, example, US Open is telling story of A-A caddies. Get their support to help us out.”

- “Larger scale marketing campaign that gets people on board to support HP. Preservationists need to get out of their architectural history box”

**Economics / financial benefits & incentives**

- Where’s the **hard data** to tie economic vitality to historic preservation / tourism
- “what is the ROI on preservation?”
- “we need data to help show developers why preservation makes sense. If developers can see the ROI for historic preservation, then data can be important for preservation. Downtowns especially vs. demo what’s already there.”
- **Workforce development:** need network of contractors to help property owners maintain historic buildings
- educate public / development community of financial benefits of preservation
- more outreach about rehab tax credit opportunities (in lieu of a developer/investor thinking that a demo + new construction is the only way to get a return on their investment)
- the creation of additional incentive programs that support long-term residents of historic properties to make repairs and remain in place
- expansion of the state non-income producing HTC
- Historic tax credits
- “Let’s lower the barriers for National Register and get more buildings eligible for historic tax credits”
- “New economic incentives or make existing programs better known or accessible.” “Probably still have tax deferrals (property tax) for forestry or agriculture. Need other state level deferral mechanisms for ongoing savings (not one time savings of being paid for an easement).”

**Resilience planning for historic properties**

- “during my time on the resiliency project we learned that HPOWEB has been layered to show floodplains. That makes a really good scoping tool. Some communities have a lot, others some especially if the downtown was built on a ridgeline or neighborhoods likewise. Encourages statewide rapid scoping to identify historic resources that are in part of the floodplain; That’s a big step in our resilience primer. Share those preliminary results; what might this look like in our community. Rapid scoping to get a sense of how important it is to work on resiliency or not.”
- “handbook for local governments on climate resiliency. Biggest problem is he sees it is lots of talk but not a lot of walk. What are quote low regret actions example move things upstairs and increase flood proofing. Might need to look at other solutions such as the resilient quota in Norfolk; Resilient development gets more credit for new development and gain bonus points if resiliency is built into new development built in vulnerable places. Also work with conservation organizations; establish sending zones for TDR’s in places that are “locked out forever”. Norfolk’s building code has incentives for more resiliency.”
- “It would be useful to have technical assistance and funding for individual communities to have individualized resilience plans”
- link these historic preservation plans to other types of initiatives that link to or affect resiliency measures.
- **Infrastructure improvements:** “related to resiliency and workshop themes from the project, the issues of old infrastructure and their challenges came to the forefront. Example of a storm water chamber at Biltmore Village; it was filled with sediment instead of functioning properly as a storm water channel. At Revolution Mill, an old bridge bottlenecks flood waters and creates more risk from runoff. At Rocky Mount Mills, the old culvert collapsed and was creating flooding issues in the mill village. There is an opportunity for historic preservation to align ourselves with cities to ask for funding / attention for this infrastructure this is an issue that popped up in many of these communities during our project workshops.”

**Miscellaneous**

**Celebration of place:** “Creating / celebrating that sense of place. It’s not just about \$\$ / it’s about what this community is / means? Promote that over \$\$.”

**Grant availability:** make it easier to get access to grants

**Political engagement:** “becoming politically engaged; staying on top of what local government is doing.”

**Form Based Codes and Design Standards**

- “The prohibition on design standards for single and two family homes makes this difficult for new neighborhoods.”
- Norfolk’s building code has incentives for more resilience

**Environmentally positive**

- more energy efficient to maintain what’s already built

**3. Farms, rural landscapes, and cemeteries were considered the top three types of properties that “should be preserved.” Why? How to preserve?**

**Preservation / Open Space planning**

- “elevate regulatory framework. His town did a Rural Area Plan with up to 70% open spaces in fringe of town; monitor / maintain with land trusts
- “How to confine development and encourage smaller lot subdivisions (not ten 10-acre lots in a 100 acres, but cluster the houses on 20 acres, and leave 80 acres undeveloped as a cluster development).”
- **Landmarking cemeteries locally**
- “non-intensification” zone. These zones prioritize certain areas for infrastructure investment versus not. Florida cities have that they treat these areas as a risky area correlated to sea level rise and downtown development.
- Lancaster PA: a long term approach where the county has purchased easements etcetera and uses zoning and infrastructure in terms of the infrastructure not being extended into rural areas. Is it then a living museum?? Partner with Department of Agriculture and others for long term approach.
- “Zoning that better compliments a rural landscape? Cemeteries.”
- agricultural zoning, agricultural buffers, right-to-farm ordinances, transfer/purchase of development rights programs, farmland mitigation requirements, conservation development regulation
- **we have a 30 year old study re: open space / preservation that we funded as HPO office**
- “losing rural landscape in Lincoln Co.; not only development but how is it developing? Now, development is not “dotted” along the road, but new houses are out of scale, out of place, destroying rural views. Compare to Charlotte where large developments are heavily landscaped to “fit in”. In Lincoln County, horrible development, curb cut after curb cut. Diminishing rural landscape here. Is different zoning the answer?”
- “preserving open space & farmland important – so we can produce food. HP = tension between individual property rights and doing what is best for all. To preserve it, there needs to be limits on how much space you can gobble up with development.”

**Incentives**

- “How to confine development and encourage smaller lot subdivisions (not ten 10-acre lots in 100 acres, but cluster the houses on 20 acres, and leave 80 acres undeveloped as a cluster development). What are developers’ incentive to do so? \$ being offered for open space is very compelling for farmers.”
- “Could local government have stronger incentives for farming?”
- “if I can sell my land for \$10K / acre, but less for farmland than for development. Or put a conservation easement on it, it cuts price in half value-wise. That’s a big disincentive. Donate easement – is there tax benefits to offset? Look for ways to incentivize. How to make it easier to make that choice? \$\$ is the motivation. Logging makes \$\$ and you can’t discount that.”
- “In rural areas, “water farming” is a consideration, and return waters to their natural flow. Look at answers through preservation of green space to combat climate change. People aren’t keeping pretty farms because they aren’t pretty; need to think about practical economic issues.”

## Education

- “educate rural planners; role for Council of Governments?”
- “Finding good examples – example, adaptive reuse of mill buildings. Let’s say a farm is completely destroyed for a subdivision – alternative idea to preserve nodes of farmland – low density / cluster development”
- education. 3 different cemeteries being stewarded in Cary, including one African-America. Mobilize volunteer groups / partners with churches and volunteers. Brochures for the public – to help them better appreciate the history and lives these cemeteries represent. Historic markers to interpret what is there. Had special program for gravestone repair. Get the public involved – cemetery maintenance project was very satisfying to do. Sharing history / shining light / engaging public
- He did a video on High Point’s Main Cemetery, known as Oakwood. There were 19,000 views. It looks at the cemetery as a public park as much as a cemetery.

## Third party tools / third party support & advocacy:

- “hear this a lot – farmer dies, kids inherit and sell farm; there’s little the HPC can do. Conservation easements – need to do more to help communities/constituents with that. PNC needs to do some training about that.”
- Lancaster PA: a long term approach where the county has purchased easements etcetera and uses zoning and infrastructure in terms of the infrastructure not being extended into rural areas. Is it then a living museum?? Partner with Department of Agriculture and others for long term approach.
- Key is the advocacy side – others, individual cemetery by cemetery basis. Individual group to spearhead it.
- Some ways – when developer comes to buy farmland, save the home / move it? How do you tell people that your house is worth saving? We’re losing a lot that deserves to be preserved. Can be worked into a deal over time.
- “Example, the founding of the Bethel Community Club in rural Haywood County that was created in the 1990s / 2000s to fight off development from Canton; they now host things like a Cold Mountain tour to show the beauty of the area; common values through organization”
- NC Barn Alliance
- who is managing the day to day? State vs. mom & pop nonprofit. What is the interpretative purpose? Save it so it exists? What is the follow up behind that? What is the purpose? If you preserve a farm, it is a working farm anymore, or are we still going to be growing tobacco?
- education. 3 different cemeteries being stewarded in Cary, including one African-America. **Mobilize volunteer groups / partners with churches and volunteers.** Brochures for the public – to help them better appreciate the history and lives these cemeteries represent. Historic markers to interpret what is there. Had special program for gravestone repair. Get the public involved – cemetery maintenance project was very satisfying to do. Sharing history / shining light / engaging public
- Wendell had Centennial Farm presentation; when last fish is ate, etc. we will learn we can’t eat \$\$; need to instill those values
- Camden County has **a heritage festival – helps bring people together as a community**
- Look at cemeteries in a different way. Many see them as sacred places. Are they tranquil places? Healing places? Maybe they are / should be part of land conservation efforts.

## Legal issues

- “We have landmarked 5 cemeteries in last few years but was messy because of complicated ownership issues (or not knowing who owner was). How can you help us find funding to maintain / clean cemeteries.”
- “Issues too with who takes charge re: cemeteries, because of ownership issues.”
- “Everyone is waking up to the importance of cemeteries – has to be a group around to maintain them. But not many funds to support cemeteries – who to iron out issues of ownership? Can’t apply for grants without clear ownership of a cemetery.”
- “was the clerk for the North Carolina Friends Meeting. And was dealing with discontinued Quaker meeting houses with accompanying cemeteries. There were questions regarding their ownership. Guilford County has tried to map all rural cemeteries. However, this effort did not prevent the Nickleite cemetery, which is that of a Quaker sect, from being bulldozed for a swimming pool. Privately owned land has access issues. Plants blooming in the spring can indicate the presence of cemeteries. The ownership issue is very challenging.”



<ul style="list-style-type: none"> <li>• What about abandoned or non functioning churches?? Does the new owner have to maintain the cemetery? Who is responsible for caring for cemeteries? There are capacity issues with maintaining cemeteries. The private public sector, there are no neat categorizations as to whose responsibility it is.</li> </ul>	
<p><b>Lack of knowledge / information sharing</b></p> <ul style="list-style-type: none"> <li>• GIS layers – including burial grounds – for county help protect cemeteries when subdivision development proposed.</li> <li>• Cemeteries considered “creepy” for new residents (especially in a subdivision setting).</li> </ul>	<p><b>Lack of engagement re planning / policy issues</b></p> <ul style="list-style-type: none"> <li>• How do you get the public to have that conversation about the sense of place and use that feedback to engage / influence elected officials to pay attention to the issue. It’s a struggle to get the public engaged to support UDO amendments and talk to elected officials about solutions.</li> <li>• “More communication with county planning from preservation groups.”</li> </ul>
<p><b>Documentation:</b></p> <ul style="list-style-type: none"> <li>• “traditional historic preservation was all about “big houses”; we didn’t pay as much attention to rural areas / buildings but they were equally important, especially understanding of broader history; in Asheville, cemeteries need to be documented; need to document to protect, especially African American cemeteries”</li> <li>• Cemeteries – placing them in the Study List or National Register should be a priority. Not necessarily preservation, but acknowledgment.</li> </ul>	<p><b>Lack of funding</b></p> <ul style="list-style-type: none"> <li>• “We have landmarked 5 cemeteries in last few years but was messy because of complicated ownership issues (or not knowing who owner was). How can you help us find funding to maintain / clean cemeteries.”</li> <li>• “Got to find someone with enough money to keep it that way forever and who cares about it”</li> <li>• “cemeteries looking for \$\$, and there’s none available outside of CLG grants”</li> <li>• “Everyone is waking up to the importance of cemeteries – has to be a group around to maintain them. But not many funds to support cemeteries – who to iron out issues of ownership? Can’t apply for grants without clear ownership of a cemetery.”</li> </ul>

**4. What should the State Historic Preservation Office, as an arm of government, be doing to help constituents foster historic preservation?**

<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>• With land trusts</li> <li>• Willingness of SHPO to partner</li> <li>• “Let’s help our fellow agencies who aren’t good at archaeological protection (NC Parks, NC Historic Sites); need to make them more aware, get them more interested, and that they have obligation”</li> <li>• build more Section 106 partnerships with federal partners (like FEMA); identify stakeholders RE FEMA initiatives. Get local arts groups involved</li> <li>• “Technology + Advice. He is meeting with Mitch tomorrow in Greensboro. PNC and SHPO are a good team as partners. Continue putting out best practices.”</li> </ul>	<p><b>Professional development</b></p> <ul style="list-style-type: none"> <li>• Mentoring program for HP planners?</li> <li>• “Museums in Partnership (in West) is really helpful in terms of connecting those of us west of west as well as provide trainings and answer questions promptly as they arise”</li> <li>• “People always coming to us – they want help fixing something.”</li> <li>• “knows people at the MD Campaign for Historic Trades. Where do we train hands on people? Mastering the skills is hard without an apprenticeship. Target high school shop classes (do they even still exist?). Far too many academic programs in preservation; we need to ID something in the way of a structure in a way that meets the students where they are.”</li> </ul>
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<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• “more \$\$ for local governments (Non-CLGs) – more \$\$ for HP / grant \$\$ . Broader scale. CLG program already advances places that have more resources (financial and staff)”</li> <li>• “advocating for \$\$ . Bringing it to the attention to the powers that be. One thing if we say we need something. It’s another thing if a decision maker says that. “No, this is REALLY important.” Preserve who we are.”</li> </ul>	<ul style="list-style-type: none"> <li>• “make people aware of tradespeople. Has also talked to others re: trades’ education. How to identify the teachers – who can’t be FTEs at community colleges.”</li> <li>• “Bob Vila on National Trust board? Mike Rowe to push the trades?”</li> <li>• : apprenticeship model for historic trades. How to scale up beyond a few people? We need to convene a group together re: who has a stake in this arena. Need to get young people working construction at the table. Career path that no one knows exist – how to get info to young people?</li> </ul>
<p><b>New initiatives / expansion of existing programs</b></p> <ul style="list-style-type: none"> <li>• “to contract with entity to put together a road show &amp; meet with different locals (get someone who’s an expert in the field) / focus on various themes for a year / bring education in real targeted way / regional panel”</li> <li>• “Have we done the assessment of CLG’s based on resources? How do we understand their capability / needs? Maybe each CLG could have a capacity building plan aka how to take it to the next level?”</li> <li>• “Have a cemetery conference / workshop and create regional coalitions. Need state initiative / structural program [for cemeteries beyond our one staff member]”</li> <li>• “[historic resource] Identification – if we don’t know where things are, we can’t protect them. Example, climate change project surveyed unknown places, we did find things – will inspire community? To help constituents appreciate what’s there – we have to know what’s there. Otherwise, we’re just being reactive, and discovering them as they are being impacted.”</li> <li>• “get constituents involved as citizen scientists – help us try to make it way more successful. We’re not trying to take artifacts but celebrate data they find. Give more emphasis to that.”</li> <li>• “UK has program for citizen scientists RE: shipwreck study. Mudlarking groups in UK.”</li> <li>• “what other programs of HPO? Make more visible. Consider toolkits for programs.”</li> </ul>	
<p><b>Data / technology needs</b></p> <ul style="list-style-type: none"> <li>• What does the data say about NC vs. elsewhere? Data collection at state level, or do that regionally too. So we can track our data for micro-strategies.</li> <li>• would like to have more access to HPO’s architectural survey data</li> <li>• “technology plus advice”</li> <li>• “HPOWEB = accessibility to historic places. He wants more digitization and uses HPOWEB all the time, especially with the parcel layer. HPO has a wealth of resources to share. How to share more / better.”</li> <li>• “So convenient to have materials online; maybe that’s a solution to have more info for public and will help with staff time to answer easier questions. Even a short training on how to find what we are looking for would be helpful.” “When you talk to elected officials, HP = economic driver; heritage tourism is a big</li> </ul>	<p><b>Policy matters</b></p> <ul style="list-style-type: none"> <li>• “The field is evolving so much. We are trying to tell more stories of the past and move beyond the built environment to do that. If we want these stories to continue, we have to make these properties more resilient. Fields should be thinking about how properties could and should evolve. We’re just not about freeze framing someplace. Hitch onto the evolving nature of history.”</li> <li>• “maybe we have to give a little bit and be more flexible to keep the building going in terms of the SoI standards. Being too strict or too perfect means we may lose the building.”</li> <li>• “Ditto, schools not valuing archaeology / anthropology. UNC-G discontinued their Anthro programs this week; makes it hard to get professionals and to have more people appreciate the discipline.”</li> <li>• “how to make understandable the way HP can help with affordable housing. Preservation is in many</li> </ul>

<p>reason to come somewhere. He's trying to get a grant for economic impact study of heritage tourism in Wilmington. People bring a ton of \$ with heritage tourism."</p>	<p>communities getting a bad rap for housing crisis. Imperative that we counter that narrative."</p> <ul style="list-style-type: none"> <li>• "get Attorney General to clarify [local landmark] tax deferral issue; has other issues that he'd like clarified"</li> </ul>
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• HPO does great training throughout year; but more training for local govt attorneys</li> <li>• appreciates Adam Lovelady's UNC-SOG blogs. Coordinate with him re: preservation topics / angles</li> <li>• "I think more support and educational resources for Historic Preservation Commissions that aren't CLGs yet would be super helpful"</li> <li>• "curriculum to include establishing expert witnesses in a COA hearing"</li> <li>• <b>Preservation roundtables</b></li> <li>• "A lot of [the local government coordinator's] work comes in – we can help educate the local governments. Let's clone [the local government coordinator's] and expand the local government program."</li> <li>• "can we have a resource for speakers on various preservation topics to come to Lincoln County, especially for education of homeowners and public about historic preservation? (Question – would a live speaker, then recorded to share via YouTube be of interest?):"</li> <li>• "much of American Indian communities are in rural areas. Not a lot left to preserve but maybe schools / churches. He'd like a conversation about what is eligible to be preserved and options as to how to preserve"</li> <li>• Technology + Advice. He is meeting with Mitch [head of Restoration Services branch] tomorrow in Greensboro. PNC and SHPO are a good team as partners. Continue putting out best practices.</li> </ul>	
<p><b>Advocacy</b></p> <ul style="list-style-type: none"> <li>• "a preservation lobbying day for local commission members and staff with PNC - modeled on Preservation Action"</li> <li>• "We need to rally for the state legislature to allocate a budget enabling the hiring of additional staff."</li> <li>• "Help people understand why it's worth it – what are we missing when we say who we are as a people? Preservation to bring people together – preach gospel of preservation at every opportunity."</li> <li>• "advocating for \$\$\$. Bringing it to the attention to the powers that be. One thing if we say we need something. It's another thing if a decision maker says that. "No, this is REALLY important." Preserve who we are."</li> <li>• "educating more of our government officials"</li> </ul>	

**5. What one thing would you like to do as in your role that you believe would enhance preservation efforts in North Carolina in the next 10 years?**

<p><b>Public engagement</b></p> <ul style="list-style-type: none"> <li>• having ongoing conversations with constituents and communities about value of HP; look at bigger perspectives</li> <li>• with last two local historic districts (mid century modern), they personalized the stories, didn't just concentrate on the building; concentrate on the people, that's what relevant. And neither district was NR listed.</li> <li>• We have to be inclusive and share all the stories. Important to bring new perspectives onto commissions (younger generations, more diversity)</li> <li>• Advocate now for these efforts; help people see bigger picture (ex. Solar panels in Fisher Park in Greensboro shouldn't be so controversial).</li> <li>• Volunteer to tell stories and advocate for historic preservation re windows and why overall it is important</li> </ul>
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- leaving positive impression on people. Don't leave them with negative impression. Overall good impression of historic preservation and leave them with success stories
- Kids' packets. Get more educational materials; robust teachers' / educators' packets.
- teach history; youth don't appreciate what they don't know; sense of place – how to share it with youth in a positive way? Started Tarheel Junior Historian Chapter in county; plan on participating in A250 program in 2026
- communicate effectively what we are / what we do and the value of HP
- How to get involved in K-12 curriculum – naturally instill; collaborate more, don't be so siloed in preservation. More power as a unit
- she went to a hands on trades program in historic preservation; therefore, she is an advocate for educating more people about HP (politicians, general public); she's pushing education. Educate a specific neighborhood to get on NR – there's a negative impression, how to overcome
- sense of place in your community; education is key. Working with every minute you have to make community more aware of what makes it special (past / present / future)
- has limited understanding of variety of HP efforts across the state. What was relationship of American Indians where preservation activities taking place. Please keep us in mind for consideration.
- awareness is the first thing. If we all bring awareness to what needs to be done, that's a start. If younger generation doesn't know, why should they care?
- People who aren't preservationists thing we are still operating as we used to and concentrating only on monuments, big houses, civic buildings. But she tries to point to the vernacular, unassuming buildings. That can be eye opening for people to see that HP people are interested in the histories of the people that the buildings are trying to bring in focus.
- awareness and documentation – left hand doesn't know what right hand is doing? Oral history may be all the info available as to why important. Bigger focus on what is worthy of preservation.
- open the door so people aren't so restricted re: definitions of HP – newcomers to NC are many. Remind people that Mid century modern is historic. Run of mill home is historic. Not grand mansions always, but there's an important social history. "Hidden histories" from oral histories. Don't box up what is HP – a lot more is historic.
- still a misperception that HP is elite or scary. Intimidation / inaccessibility / elitism is associated with the field. Make HP more approachable, less scary. Lots of misperceptions re: what HP is. Make it more accessible, welcoming
- HP needs a rebrand – seems clunky and old fashioned. They don't see the opportunities.

### **Preservation Policy**

- – what are our preservation priorities? Do we need to update those? We have a very outdated approach to preservation. Tailor the approach to the community you are working in. National conversation taking place about guiding principles. Value of integrity? People locked out of preservation because they can't meet that – ways to tackle that, accommodate it?
- preservation is evolving / changing. We have to be inclusive and share all the stories. Important to bring new perspectives onto commissions (younger generations, more diversity)
- this is a hard question. We are doing opposite of what most people seem to want – something new and shiny where no one has ever worked or lived. But yet we vacation in Europe with historic cities. What are we trying to do here? Trying to keep place forever? Reorient / revisit our overall goals. Look at bigger picture.
- Have a frank data driven conversation re: affordable housing
- continue to make HP relevant to public; will help save the built environment along with the stories that come with them
- tendency for general public to see HP as elitists. All of us should work to make HPO more accessible to everyone. . It shouldn't be so complicated to do certain things.
- awareness and documentation – left hand doesn't know what right hand is doing? Oral history may be all the info available as to why important. Bigger focus on what is worthy of preservation.
- Change our own rules / regels that seem prohibitive. Everyone is saying "no to change". What do we deem appropriate preservation?

<ul style="list-style-type: none"> <li>• People in US struggle with idea that we're too new to be historic. We need to appreciate our places – like when we go to Europe. Relate that sense to what we have here.</li> </ul>	
<p><b>Workforce / Preservationist Development</b></p> <ul style="list-style-type: none"> <li>• have an [HPO] internship (annual) that is set up and is a turnkey thing</li> <li>• younger generation interested in HP; do they ignore what is going on in government? What other ways to get people interested or even knowledgeable about HP – social media.</li> <li>• Young consultants don't have much education / support in corporate scenario.</li> <li>• students need to learn how to look at environment / buildings. Corporate firms are performing “hit and run” – not doing the level of work we are and don't talk to constituents in the field. They aren't getting oral histories like they should.</li> <li>• and what is lacking for new HP professionals, especially the hands on work. Need internship program to help give students opportunities. HP grad program is very academic and not practical. Need internship / in house or with liaison program with consultants. Get people more hands on experience with NR / Survey in field. Talking to people / site visits is the best way to learn</li> <li>• practical skills not getting taught in universities. That puts us in a position of having to do encouraging / uplifting. Not supported by the corporate structure.</li> </ul>	<p><b>Program Priorities</b></p> <ul style="list-style-type: none"> <li>• We need to look at all counties [re architectural survey] – not survey updates of what's already been surveyed. We always need to think about under-surveyed counties that don't have as vocal a constituency (Alexander, Wilkes).</li> <li>• <b>Oral histories:</b> : in Kentucky, had such a thing and could tie it into universities. Need \$\$ to pay for it. Recordings in the archives? Technology changing to help us, such as with transcriptions. It could touch several different divisions. Every CLG ask this year – would be better oral history projects. “We all want to know more about the people” There is a growing appreciation even among CLGs for this sort of info. Consultants used to be geared towards that. Vs. now “no contact” consultants using Google Street View. We need to cultivate relationships with oral historians locally. Beth and Kelly are trained oral historians – that's a specific skill set, taught in a specific way. Learn how to take that info from an interview and treat it like an analytical item – report comes from and out of interviews. Gives interviewee a place of prominence. Cultivate relationship with consultants with that expertise.</li> <li>• Oral histories are really important where historic resources aren't as intact. Or documents aren't available</li> <li>• IMLS grant for oral histories? For AA communities?</li> <li>• We could collaborate with universities / local groups for oral histories. Chapel Hill has such a program (used for NR listing of AA home in Carrboro). What about the Duke Center for Documentary Studies? Oral histories will be key for Rosenwald Schools.</li> <li>• make collections more accessible. Allow researchers to come to us; put knowledge out there about collections – why collected? What they are. More loans to institutions.</li> <li>• expand access to collections. Volunteer nights at the lab – maybe need to get that going again.</li> </ul>
<p><b>Technology Needs</b></p> <ul style="list-style-type: none"> <li>• continued digitization of records and better database; would help us do the work better &amp; free us up to do more fieldwork and research more</li> <li>• for longevity of the survey program: database is in a dangerous situation. We have to keep up with technology and not invest in better / newer systems. Not invest in old, especially to share with public – is an issue and continues to be</li> <li>• remote access to reports via Laserfiche</li> <li>• need online app for cemeteries. Need more workshops. What does a public cemetery layer look like? Policies on releasing info?</li> </ul>	
<p><b>Advocacy</b></p> <ul style="list-style-type: none"> <li>• approaching local governments / city council – he went to every evening</li> </ul>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>• grant opportunities for substantial rehabilitation/development incentives. Grants that cap out at \$5000 may have been</li> </ul>

<p>meeting last year – urged the Raleigh City Council to consider HP as a value in every decision they make. Get individuals to approach local government representatives – what we’ve lost and what we stand to lose</p>	<p>enough in 1980; however, communities are unable to get much done with \$5000 or \$10000 in 2023. We must adjust the financial offerings to meet today’s economy and buying power ratios.</p>
<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>• Is there a role with state historic museums to tie resources, etcetera to a trail? Help the average person connect with stories at the state. How to package that / How to coordinate history initiatives better?</li> </ul>	<p><b>Preservation Tools</b></p> <ul style="list-style-type: none"> <li>• demo guidelines</li> <li>• for local commissions -- stop doing things for free (tiered fees, demo fee is the highest without being punitive -\$1200).</li> <li>• Easements,</li> <li>• Landmarking</li> <li>• tight guidelines</li> </ul>
<p><b>Resilience</b></p> <ul style="list-style-type: none"> <li>• The historic resilience project focused largely on wind, rain, flood; much broader notion however of resilience that we didn’t yet explore (solar panels, energy efficiency).</li> </ul>	<p><b>Capacity Issues</b></p> <ul style="list-style-type: none"> <li>• Need to help build capacity for nonprofits to run them in such a way to foster preservation and accomplish the mission.</li> </ul>

DRAFT

## Internal SWOT analysis

On December 8 and 9, 2022, the Division of Historical Resources – comprised of members of the State Historic Preservation Office, the Office of State Archaeology, the Historical Research Office, and the agency’s Western Office based in Asheville – held a facilitated staff retreat, and carried out an internal divisional SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis as a key element of our planning efforts for this next cycle of the state preservation plan.

The team identified multiple themes:

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Extreme depth and breadth of <b>subject-matter expertise</b>, including institutional knowledge</li> <li>• <b>Collegiality</b> marked by mutual respect, congeniality, cooperation, and empathy</li> <li>• <b>Passion for Work and Public Service Commitment</b>, especially dedication, desire to be helpful to constituents, accountability, and enthusiasm</li> <li>• <b>Resilience, resourcefulness and curiosity</b>, especially in terms of problem solving, adaptation, and realistic expectations</li> <li>• <b>Strong partnerships</b>, internal and external, interagency, and with universities, agencies, and communities</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• <b>Staff capacity stretched thin</b> with lack of staff and administrative support, and loss of institutional knowledge with retirements</li> <li>• <b>Many competing priorities</b>, especially in terms of workload and constituent needs</li> <li>• <b>Underfunding with low profile</b></li> <li>• <b>Hiring and salary rigidity</b> with low, uncompetitive salaries but high expectations, succession planning for upcoming retirements difficult, little paths for advancement, high cost of living in Raleigh and Asheville, and staff doing two jobs without additional compensation when there is a vacancy</li> <li>• <b>Staff fatigue / burnout</b> with staff feeling “understaffed and overworked”, and “hard to say no”</li> <li>• <b>Reactiveness</b> rather than proactiveness</li> <li>• <b>“Silo’ing” can happen</b> if purposeful communication and collaboration does not happen</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• <b>Diversify skill sets of staff</b></li> <li>• <b>Digitization</b> of legacy information (hard copy format)</li> <li>• <b>Increase communications</b> with other divisions, other agencies and more self-promotion of programs through more public education and outreach</li> <li>• <b>Encourage greater and new collaborations</b> in support of historic preservation with multiple sectors</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• <b>Imminent retirements and loss of institutional knowledge</b></li> <li>• <b>Recruitment and retention challenges</b> related to salary and workload challenges, and workload leading to staff burnout</li> <li>• <b>Obsolete technology and system failures</b></li> <li>• <b>Facilities inadequate for purpose</b></li> <li>• <b>Public perceptions</b>, including lack of public support or understanding of field and underlying values, and history as a fraught topic</li> <li>• <b>Fewer preservation professionals</b>, including tradespeople, archaeologists, and planners</li> <li>• <b>Increased development not adequately balanced with historic place protection / preservation</b></li> </ul>

# What Did the Public and Internal Feedback Tell Us?

Survey respondents leaned heavily towards the Piedmont with nearly 58% of participants identifying themselves as residents of this region, tracking its overall state population ratio. The Piedmont is indeed amongst the most urbanized in North Carolina, and increasingly densely populated. The more rural areas of the East and West were second and third, respectively. The regional identity may have skewed results across the board in terms of perceived threats and desired goals.

The public responses can first best be characterized as recognizing the rapidly changing nature of North Carolina, recognizing that the **“sense of place”**, so foundational to defining the state’s identity, and accordingly that of its communities and citizens, is a source of orientation, social cohesion, shared memory, mutual respect, and pride. That “sense of place” is then by extension critical to identifying and informing the very threats to and opportunities for historic preservation in North Carolina.

Feedback painted the picture of **two North Carolinas** – one with great economic vitality and dynamism fueled by new residents and development that reshape the very appearance of a place within a short time, and another where abandonment and neglect reflect economic disinvestment and shrinking and shifting populations. Some members of the public worried that ignorance of a place’s history – what is unknown or unrecognized – may lead to apathy and less appreciation for historic places. Loss of a sense of personal and community identity was seen as a threat to an equal sense of belonging, concepts that touch deeply on individuals’ self-identity. One participant asked if a community’s particular sense of place could be viewed as “stifling or exclusive” and antagonistic to change. Another respondent observed that the rapid pace of change in her community gave her a feeling of disempowerment; a number asked is there a balance to be had between “explosive growth” and a more rural or less densely developed landscape. The opportunities offered were wide ranging, including encouraging more investment through historic tax credit projects into more projects to foster that sense of place; recognizing that the “sense of place” may be something small but vital, like the practice of front porches; helping others see the potential that preservationists can see in a historic place; having a holistic approach to historic preservation where everyone’s places matter; and recognizing “what are the qualities of that place that make it what it is” and in turn, tailoring the preservation tools to the specific place.

**Development pressures** ranked high in both the survey and listening sessions as a critical concern. On one hand, respondents acknowledged that not all development is bad development, and that development that collaborated with historic preservation efforts was often a positive force in their communities. Likewise, development signals economic activity in an area and can guard against abandonment and neglect of historic buildings and places; many historic tax credit projects are development projects, contained within and using a historic building. Historic preservation was seen as an economic driver for many communities, including maintaining and ensuring a core of



heritage tourism venues, and an underrecognized source of affordable housing. Participants identified as continuing threats the various public misperceptions about historic preservation, as well as the perceived lack of public input into decision-making that affects historic places together with the observation that historic preservation was not a key factor for planning or not adequately integrated into local planning. Prioritization of development to the detriment of historic places, including a preference for more density at any cost, was likewise recognized as an overarching concern. Opportunities put forward were the need for workforce development, specifically preservation trades to help property owners maintain historic buildings; more preservation studies to demonstrate the linkage between historic preservation and economic vitality, including the contributions of heritage tourism to the economy; more education for decision-makers, developers and the public about historic preservation, including planning, tools, and financial aspects; fostering more preservation-oriented planning, including for resiliency; downzoning versus upzoning, where some areas are purposely less dense or find density through accessory dwelling units rather than demolition of existing building stock; expansion of state incentives for historic preservation, including the state residential historic tax credit and other tax savings' programs; preservation education in early grades, including local history education.

What we are *not* preserving or not preserving *well* that should be preserved confirmed corollaries to concern over rapid development and change. A trio of places topped survey responses, leading **with farms and rural landscapes (33.33%), cemeteries and burying grounds (29.23%), and natural / scenic landscapes (25.13%)**. Interestingly, the third most popular response percentage-wise was not a place but rather a means to record history – **oral histories (28.21%)**. Unlike in previous state plan surveys, residential houses and neighborhoods (23.08%) slipped to fifth place, followed by downtowns and streetscapes (22.05%). Feedback linked respondents' belief that the threats to these sorts of historic places were indeed linked to the transformation of once undeveloped areas into new housing as well as commercial and industrial developments. Farms / rural landscapes and cemeteries received the lion's share of feedback as to this issue, perhaps because some believed the state or federal government were dealing with preservation of natural and scenic landscapes through more concerted efforts already.

**Farms / Rural landscapes:** The crucial role of farms in food production along with providing green space were common sentiments, along with the recognition that farms and rural landscapes are among our most fundamental sources of a "sense of place" and perhaps even a nostalgic connection to earlier, "simpler" times. Others pointed out that community identification with an agricultural way of life was particularly strong in many parts of the state. Sprawl was seen as affecting once rural areas beyond the metropolitan/suburban edge. Farming is increasingly less of a family occupation, and the next generation of a farming family is not necessarily following in the footsteps of predecessors; retiring farmers' lands are often their version of a 401K or pension, and are selling off the lands to retire. Heir property issues were also mentioned as a complicating factor, especially for long-term family lands. Especially in areas undergoing tremendous development pressures, farms may be seen as incompatible with residential development, including movement of agricultural equipment on roads. Some believed that there is little incentive to preserve farmland when selling a farm can be so lucrative. Constituents expressed a number of ideas for greater farmland preservation, including more funding for agricultural conservation easements, more land trust interaction with historic places, including farms. Likewise discussed were exploring new tools

such as agricultural zoning, buffers, right-to-farm ordinances, transfer / purchase of development rights, farmland mitigation requirements, and conservation development regulation.

**Cemeteries:** Preservation of cemeteries was seen with great poignant urgency by many, who recognized that for many communities, the cemetery was the only tangible reminder of ancestors, and motivated them not only to care for cemeteries but also to honor the dead in their final places of rest as a matter of fundamental respect. Threats included the fact that many cemeteries are “out of site, out of mind” because few know of their existence because of vegetative overgrowth, lack of care, or being largely unmarked, and for those reasons are easily subject to disturbance and destruction. A lack of knowledge and insufficient information sharing about cemetery locations, access and ownership issues, and family migrations away were all offered as complicating issues to cemetery preservation. Many preservation granting entities do not address funding needs for cemetery, presumably because of their ubiquity as well as issues regarding who is legally responsible for their care, particularly for cemeteries founded by families or now defunct religious congregations. Data collection and sharing, especially GIS mapping information, for cemeteries was considered valuable to efforts. Locally landmarking cemeteries for recognition and protection, “adopt a cemetery”, funding to help cemetery stewards, volunteer mobilization, marker programs, local planner and public education, including gravestone repair training were suggested as possible preservation solutions.

Overall, the survey responses can again be characterized as urging the HPO and OSA to continue their efforts, through the plan, to make more people aware of preservation values and, if possible, to increase that effort. Clearly the difficult task is figuring out *how*, and the answers to that question were mixed. Most revealed more about what the public does *not* know about preservation and the various roles different organizations play. It is quite evident that the majority of the public does not distinguish, or is unable to distinguish, between public and private preservation entities and is unsure of the respective roles played by them at various levels. In other words, to the average citizen, it does not seem always clear who is responsible for preservation efforts at the state public, state private, local public, local private, and individual levels. Nor are these levels necessarily clear. For instance, one survey participant noted that “not too many people I know talk about the preservation agency”, indicating a clear need for the HPO and indeed all preservation organizations in North Carolina to continue their efforts to raise public awareness and to disseminate accurate and helpful information.

As to what should the HPO do to further preservation, participants related that staff outreach, training and expertise together with an ability and willingness to partner with third parties were welcome strengths. Constituents warned that lack of staff capacity – related to understaffing and high workload – threatens effectiveness, especially in terms of developing partnerships, updating outdated information, and availability to the public. Other inadequacies were viewed through the lens of workforce development in the trades – who will maintain historic properties properly if there are not sufficient tradespeople, no matter how much expertise the HPO can provide? On the plus side, targeted training (especially for “niche” constituents, such as attorneys, elected officials, and realtors) was suggested along with continuing to empower constituents to do more preservation at the local level, including through technology enhancements like increased digitization of “legacy” hard copy data. The Museums in Partnership model in Western North Carolina was flagged as a

model for helping coordinate citizen activities with the help of the HPO and OSA, fostering more cooperation with third party preservation partners. New initiatives to address new challenges in the preservation field were encouraged, meaning potentially expansion of existing programs and additional staff capacity to reach an ever-increasing state population and therefore constituency. Our internal SWOT analysis underscores acknowledgment of staff capacity issues, and the need to take on expanded programs only if properly resourced, or reorient existing efforts strategically.

Our final listening session question – *What one thing would you like to do as in your role that you believe would enhance preservation efforts in North Carolina in the next 10 years?* – revealed a deep interest in continuing **public engagement with as broad a swath of the public as possible**. The scope of engagement types ranged from neighborhood and community level approaches to incorporating more local history in K-12 curriculums. Education was seen as the key to fostering a fundamental knowledge of the various communities throughout the state, and in turn an understanding of the unique sense of place in a particular locale.

**Preservation policy** received its own strong focus from respondents, ranging from the point of historic preservation to how it affects larger societal issues such as affordable housing; interest in determining what is “relevant” and “appropriate” preservation were other discussion points raised. One listening session participant asked the compelling question of “it shouldn’t be so complicated to do certain things” in the preservation context; another queried “what is worthy of preservation?”. Another compared our nation’s fascination with “new and shiny” compared to the historic cities we seek while vacationing overseas, and reflected “what are we trying to do here? Trying to keep the place forever(?)” and said they would welcome revisiting our overall goals to look at the “bigger picture”.

**Workforce and professional development** were major discussion points, especially in terms of maintaining a sufficient pool of trained professionals, both in the cultural resource management consultants’ field as well as trades for brick and mortar work. Internships were seen as valuable and needed as well as hands-on opportunities beyond the classroom.

**Program priorities** likewise received attention, particularly in terms of areas that are “under-surveyed” and information needed that is not available; oral histories were seen as a way to ensure “we...want to know more about the people” who built and lived in our historic places. How to foster and fund such oral history programs was a key discussion point.

Underpinning all efforts were **how to get funding** for technology and bricks and mortar projects, and **how to make historic place information more accessible to more people**.

Program staff within the Division of Historical Resources echoed public observations, acknowledging **many competing priorities, need for technology and digitization investments, broad expertise paired with resilience and strong partnerships**. Fewer preservation professionals available to take on the work represents a ready threat along with loss of institutional memory from retirement of long-serving staff. The **passion for the work of preservation and a strong public service commitment** were deeply held strengths that aid the public and historic preservation goals. **New and greater collaborations** in support of historic preservation with multiple sectors and **heightened communications** with others were seen as opportunities.

Based on the feedback, the **primary threats** to successful preservation within North Carolina have not largely changed from our last plan cycle: **lack of awareness and funding**. What has come to the forefront even more is the **rapid pace of change in the state** because of new development, matched only by change because of lack of investment, and **the threat to a larger “sense of place” that varies widely from community to community**. Funding is highly tangible and lack of it is an obvious choice. Awareness is more difficult to define, but everyone seems to have an idea of how to improve it. Perhaps not coincidentally, given the threats identified, when asked to name new (or expanded current) services the HPO should offer the public, the overwhelming responses were partnerships, and distribution of information and targeted training.

**Development pressure, growth, and sprawl ranked as the greatest single threat** to historic preservation within North Carolina (tied for # 2 in 2012), with **demolition of historic resources a close second**. **Neglect/abandonment at number three** provides a contrast, indicating perhaps a perception that there are in fact “two North Carolinas” in terms of economic vitality and investment and linked to rural / urban divides. A lack of appreciation of historic resources by government officials and insensitive new development rounded out the numbers four and five, respectively.

While most responses indicated some awareness of and approval of that plan, many survey respondents however perceived it to be the *HPO’s* plan for its own objectives rather than something created *by* the state *for* the public. In fact, it seemed as if a goodly number of the survey respondents for this planning cycle had never heard of a statewide preservation plan, as they answered anywhere from 10% to 32% for the goals that they could not measure.

The most valuable contribution of historic preservation in North Carolina was overwhelmingly viewed to be “**maintaining a sense of place**”, purposely undefined by our office, and interestingly followed closely by “**history education**”, perhaps reflective of a sense of apathy towards and unappreciation of the surviving tangible aspects of our history. “**Acknowledging everyone’s history**” likewise was a strong contender at number three, suggesting a greater interest of the public in a heightened holistic approach to historic preservation efforts for all North Carolinians.

Even more granular was feedback regarding the top three **time periods most threatened** in terms of historic and cultural resources – the top response was “**mid-century modern**”, or **1950-1969** at 53.16%, followed by the Depression and WWII era, or 1930-1949, and the late nineteenth century, or 1860-1899 a close third. The earliest time periods ranked lowest: in 7<sup>th</sup> position, the time before European contact, or before 1585, 8<sup>th</sup> was the 18th century, and at the bottom was the first century of European settlement, or 1585-1699.

**Contributions of historic preservation?** The most valuable contribution of historic preservation in North Carolina was overwhelmingly viewed to be “**maintaining a sense of place**”, purposely undefined by our office, and interestingly followed closely by “**history education**”. “**Acknowledging everyone’s history**” likewise was a strong contender at number three, suggesting a greater interest of the public in a heightened holistic approach to historic preservation efforts for all North Carolinians.

**Most important approaches?** The top five most important approaches to the continued protection of historic resources within the state ranked in order as **local designation of local landmarks and**

**districts** (zoning and regulation); **historic rehabilitation tax credits**; **covenants, easements, and transfer of development rights**; **public funding assistance (grants)**; and **heritage tourism** were considered, tracking the results of the previous plan’s survey with increased funding, incentives, and support as the top three approaches in 2012.

***How better to “do preservation”?*** When asked further as to **what five most important things North Carolina needs to do better to protect its historic resources and to advance preservation values**, the top response was still **economic development incentives**, combined with integration of preservation of historic resources into public planning, followed by increased funding for local preservation projects, enactment of stronger state and local preservation laws, and maintenance / enhancement of existing historic rehabilitation tax credits.

As in the last cycle, the survey results do indeed suggest some confusion about various “preservation players” in North Carolina and their respective roles. Two overarching principles at the heart of the vision, goals, and action items set forth in this plan are (1) to foster a greater atmosphere of collaboration and mutual awareness between the many “preservation players” on both the statewide and local levels, and (2) to have the HPO offer educational opportunities, expert technical assistance, and networking opportunities to as many known and yet-to-be-determined preservation partners as possible.

Teamwork will be crucial to the success of the 2025-2034 plan, and the HPO will play an important role through making the general public across many constituencies aware of one another and the information, tools, and incentives available to them to further historic preservation efforts in this state

# The Next Decade of Historic Preservation in North Carolina:

## The Vision

*That North Carolina’s citizens, with their diversity of backgrounds, roles, and aspirations, work together to support the identification, protection, and enhancement of the State’s historic resources, which provide deep roots to support future development, help us better understand ourselves and others, and offer a sustainable tool to ensure stewardship of our State’s history, economic growth, and a better future.*

## Goals and Strategies

Taking our cue from the public input gathered through our “plan the plan” process, we have adopted broad categories as goal areas and set forth more specific objectives with action items designed to make those goal objectives a reality or to strengthen current efforts and programs in years to come. These objectives are bold yet achievable given current funding and staff size. Designed to respond to the public’s observations during our plan’s outreach efforts, this action plan should place historic preservation squarely in the center of North Carolina’s economic development and continued ascendancy as a leader in enhancing citizens’ quality of life and a clearly understandable sense of place.

### **GOAL 1 Outreach/Communication**

#### **OBJECTIVE 1 Heighten the public’s knowledge of the HPO’s role as the State’s official historic preservation agency**

- Increase the social media profile of the HPO together with that of OSA
- Create and distribute “flyers” that highlight new National Register listings, key rehabilitation tax credit projects, CLGs, grant awards, and historic preservation success stories
- Better integrate the news and services of HPO and OSA through the Department of Natural and Cultural Resources’ marketing department

#### **OBJECTIVE 2 Expand access to HPO services and incentives to increase participation in historic preservation efforts across North Carolina**

- Work efficiently with local and regional partners to offer historic preservation educational opportunities that are widely publicized
- Continue to host an annual planner workshop for local preservation staffs
- Create and offer an approved realtor training curriculum for historic preservation
- Participate and make presentations at allied professional conferences, such as North Carolina Planning Association, etc.

**OBJECTIVE 3          Continue building a constituency that supports historic preservation as a civic virtue vital to community development, economic vitality, and quality of life**

- Engage people across the state through awareness, events, education and technical assistance programs
- Seek out new constituencies among realtors, attorneys, local government officials, neighborhood groups, planners, youth, all demographic groups including American Indian tribes, and small businesses and provide targeted information and training opportunities for them, including continuing education credits
- Encourage local preservation groups and historical societies to foster incorporation of local history into K-12 curriculum and to establish local historic field trip opportunities (like Tarheels Go Walking in Wilmington)

**GOAL 2   Partnerships**

**OBJECTIVE 1          Enhance and nurture existing HPO partnerships**

- Encourage non-Certified Local Governments to move towards certification, increasing participation in the Certified Local Government (CLG) Program
- Partner with preservation funding entities to connect funders and preservation advocates
- Continue to work with internal state government partners within the Departments of Natural and Cultural Resources, Commerce, Agriculture and Consumer Services, Transportation, and Public Safety

**OBJECTIVE 2          Develop new partnerships to leverage the HPO’s impact and broaden all North Carolinians’ participation in historic preservation efforts**

- Develop and foster mentorship program for local government planners
- Develop and conduct realtor training on historic preservation matters
- Foster greater partnerships with and among local historic cemetery stewards

- Seek opportunities to collaborate with other state agencies when funding sources are layered and streamline applications and reviews if possible
- Maintain existing and explore new partnerships with land trusts, environmental groups, county governments, tribal entities, and property owners on opportunities for preserving neighborhoods, open space, farmland, and other historic and cultural resources as a revitalization and growth management strategy

## **GOAL 3 Identification/Designation**

### **OBJECTIVE 1 Identify the state’s historic resources so that they become better known and understood and are incorporated into community, regional, and state planning**

- Maintain data entry and mapping for HPOWEB
- With OSA, continue development of an archaeological equivalent to HPOWEB, taking into account the special issues of site location and security
- As priority survey areas for undocumented areas or those in need of an update, survey Alexander, Anson, Avery, Bladen, Caldwell, Columbus, Dare, Graham, Madison, Mitchell, Moore, Robeson, Swain, Tyrrell, Warren, and Wilkes counties, including un-surveyed municipalities within those counties, to work towards fulfilling the long-term goal of completion of a comprehensive architectural survey for all 100 NC counties
- Proactively document historic places, particularly those previously unsurveyed or newly historic, to support local planning efforts, redevelopment, and compliance review
- Continue to work to identify neighborhoods within previously surveyed cities and towns that were not surveyed or surveyed adequately during the HPO’s first round of surveys in the 1970s and 1980s
- Continue to make available and update the digital application for architectural field surveys

### **OBJECTIVES 2.1 AND 2.2**

**After appropriate evaluation, designate eligible historic resources through NPS and/or other programs to allow for greater recognition, access to preservation incentives, and probability of survival**

**Foster identification and designation efforts at the local level and for all North Carolinians**

- Encourage National Historic Landmark nominations for meritorious properties
- Encourage more National Register nominations with an archaeological focus



- Identify, with land conservation partners, areas worthy of preservation for their historic landscapes as well as historic buildings and/or archaeological resources
- Work to foster a holistic, all-encompassing representation of North Carolina communities and people through National Register nominations
- Investigate funding sources for non-CLG governments for preservation projects, including National Register nomination

**OBJECTIVE 3            Make decades of research, survey, and information about North Carolina’s historic resources as accessible as possible, utilizing cutting-edge technology**

- Endeavor to secure funding for proposal to digitize HPO architectural history files, which includes scanning files and creating a web portal for the database, and execute the proposal
- Continue providing historic resource data that is easily discoverable and easily incorporated by constituents into their own projects
- Fill existing gap in recordation and recognition through identification and encouragement of meritorious survey and designation projects, and encourage incorporation of oral history in these projects
- Complete and maintain the OSA Cemetery GIS layer

**GOAL 4    Education/Technical Services**

**OBJECTIVE 1            Provide timely and expert assistance on matters related to historic preservation in North Carolina**

- Offer more historic preservation workshops and training through webinars and similar technological services
  - Preservation 101s
  - Cemeteries
- As time and budgets permit, provide on-site assistance to individuals, groups, or governmental agencies involved in preservation projects
- Provide technical assistance from the state Highway Historical Marker Program to foster local historical marker programs in individual municipal or county jurisdictions

**OBJECTIVE 2            Increase the number of quality preservation projects**

- Conduct a pre-CLG grant application webinar to solicit more applications
- Work with constituents to provide technical support and assistance regarding historic tax credit and grant projects

**OBJECTIVE 3          Provide technical support for resilience and natural hazard adaptation efforts in historic communities**

- Collaborate as invited with North Carolina communities to provide assistance for cultural heritage documentation, mitigation strategies, and adaptation of historic places
- Support the inclusion of historic and cultural resources in the development of local hazard mitigation plans
  - Encourage local disaster mitigation plans include a complete inventory of historic and cultural resources susceptible to disaster risks along with those that present the greatest estimated financial and replacement loss to the community in order to understand preservation priorities in the aftermath of a disaster
- Foster wide knowledge and use of the Historic Resilience Project deliverables developed in partnership with the UNC – School of Government and NC State University for greater knowledge of resilience and natural hazard adaptation techniques, especially for community development directors and emergency management personnel, preservation partners, public facility managers, museums and tourism site operators, and owners of historic properties
- Develop case studies to demonstrate adaptation strategies of historic buildings and communities
- Conduct periodic training and orientations on integrating historic preservation with local disaster planning
- Encourage risk assessment practices for locally funded preservation projects to avoid preventable damage to historic and cultural resources, such as fires caused by human error
- Partner and collaborate with state agencies, local colleges and universities, counties and councils of government, and municipalities on updating GIS data and mapping that incorporates historic and cultural resources and their locations in floodplains or disaster risk areas
- Make GIS-based mapping of historic resources in disaster-prone areas widely available and accessible to property owners and preservation partners

- Use previously prepared base maps for documenting hazard areas and the location of historic and cultural resources when GIS technologies are not available locally
- Utilize GIS and survey data on historic properties and resources as part of disaster recovery efforts, in particular regarding decision-making on which historic properties may be worthwhile for repair and rehabilitation.
- Update property surveys and GIS mapping as needed and feasible as updates and revisions occur to local disaster preparedness plans.

**OBJECTIVE 4      Support efforts to train future generations in historic trades, skills, craftsmanship, and public history**

- Offer meaningful internships that provide a professional experience and result in a useful product or tool
- Jointly sponsor hands-on workshops in the preservation trades/crafts
- Convene a statewide gathering to seek solutions to lack of historic tradespeople,
- Work with larger parent agency and educational partners – including State History Day program, and colleges and university – to incorporate historic preservation, public history, and archaeology career path presentations into curriculums, career fairs, and mentoring, including making Division staff available for class lectures in appropriate disciplines
- Convene agency discussion regarding possibility of periodic Youth Summit for public history
- Continue to participate in field school and lecture opportunities with North Carolina public and private universities, such as the UNC-G field schools in Wilson and archaeological field schools at state-owned properties.
- Training of Historic Sites / Parks staff in historic preservation matters with an encouragement towards historic architectural / archaeological surveys of State Parks’ holdings
- Establish an annual internship program for all sections within the Division of Historical Resources

**GOAL 5    Advocacy**

**OBJECTIVE 1      Help protect North Carolina’s historic and archaeological resources**

- Work with local, state, and federal agencies to incorporate consideration of historic properties and archaeological sites into early project planning
- Make available HPOWEB GIS to all governmental agencies for incorporation into their GISs and use in local planning
- Monitor easements acquired on tracts through Save America’s Treasures, Preserve America, or battlefield protection grants
- Offer training workshops/presentations on Section 106 of the National Historic Preservation Act and NC General Statute 121-12(a) for agencies, consultants, commissions, and others
- Encourage all North Carolinians to cultivate support for historic preservation among elected officials
- Advocate for the use of CDBG and other funding sources to support housing rehabilitation and conservation of affordable historic housing

**OBJECTIVE 2            Foster public input into required review of administrative rules**

- Work with the North Carolina Historical Commission and the public through the periodic administrative rules review process to draft common sense administrative rules for the Division of Historical Resources that foster and support historic preservation efforts in North Carolina

# Planning Cycle and Time Frame for Implementation

The North Carolina Comprehensive Historic Preservation Plan 2025-2034 begins           , 2025 and runs through September 30, 2034. Implementation phases will include the following tasks:

- There will be special emphasis on the wide distribution and promotion of the plan through the NC Department of Natural and Cultural Resources' marketing arm as well as social media and more traditional methods.
- The HPO will solicit public feedback on a biennial basis from a broad range of our constituents, from laypersons to preservation professionals.
- The HPO will conduct an annual HPO staff workshop to assess implementation progress and an HPO State Plan Advisory Committee will be established to discuss the plan, share accomplishments, and evaluate its effectiveness and implementation every year via an internet-based survey tool and social media as well as scheduled events with stakeholders.
- The HPO will develop an internal tracking and monitoring matrix of goals and objectives and update it as implementation takes place, factoring in accomplishments reflected in individual HPO staff work plans.
- The HPO will seek to celebrate accomplishments made in cooperation with our wide range of partners and constituents and seek broader public engagement throughout the plan period.

**INSERT SURVEY RESULTS HERE**

DRAFT