

Alliance for the Cumberlands
Vision, Values and Role
(Final Document Approved by Membership on Feb. 25,2008)

Who We Are: The Alliance for the Cumberlands is a partnership of public and private organizations unified in their commitment to protect the Cumberland Mountains and Plateau Region of Kentucky, Tennessee, Georgia, Alabama, West Virginia and Virginia.

Where We Work: We are a regional organization which, though currently most active in Tennessee, encourages work that supports our goals and partnerships throughout the Cumberlands of West Virginia, Virginia, Kentucky, Tennessee, Georgia, and Alabama. (Include a reference to an attached list of the counties, a map, and (maybe) a definition of the Cumberlands and its landforms.)

Our vision for the future of the Cumberlands

A network of interdependent communities whose concerted actions reflect their commitment to protect and conserve the unique and inherent natural, historic and cultural resources of this region, because they understand and acknowledge that those resources are the foundation upon which they will build and maintain a diverse, prosperous, and sustainable economy.

Our Values and Principles:

The Alliance for the Cumberlands...

- *values the natural, historic and cultural environments, quality of life, and the economic vitality of the Cumberlands.*
- *welcomes and seeks out all individuals and organizations willing to work toward our mission, vision, and goals.*
- *seeks to engage all demographics and relevant, cooperative interests, find common ground for appropriate actions, and work toward solutions utilizing diverse partnerships and non-confrontational approaches.*
- *Engages in projects that are broadly endorsed by our membership and driven by the participation of our member organizations.*
- *Strives to maximize our effectiveness and leverage resources through strategic partnerships and projects.*
- *Implements projects designed to accomplish tangible conservation of the natural, historic and cultural resources of the region through voluntary approaches, such as economic incentives and encouraging new and expanding markets such as experiential tourism.*

The Role of the Alliance for the Cumberlands is to:

-inform and encourage the communities of the Cumberlands to understand and effectively address the challenges they face in protecting and conserving their natural, historic and cultural resources while simultaneously pursuing their economic goals.

-serve as a communication bridge among the members of the Alliance and between the members and other community constituents by fostering non-traditional partnerships and networking opportunities.

- provide leadership and encourage the use of relevant information and resources to local and state decision makers at effective times, to ensure tangible outcomes for natural resource conservation, historic and cultural resource preservation, and sustainable economic development in the Cumberlandlands.

-be a clearinghouse of information and resources for the members of the Alliance for the Cumberlandlands about relevant issues facing the Cumberland Plateau region.

The Alliance for the Cumberlandlands operates by:

-encouraging and facilitating discussion and partnerships between the conservation community, the historic and cultural preservation community and the economic development community that are designed to find common ground.

-increasing people's understanding of the inherent economic value of conserving natural, historic and cultural resources.

-leading projects at a regional scale that are designed to benefit the work of our member groups by consensus approval.

-spearheading regional projects that are broadly endorsed by our membership and that they would be unable to achieve alone.

Strategic Goals:

- 1) Achieve the National Heritage Corridor designation.
- 2) Launch projects supporting Eco and Heritage Tourism including State Heritage Areas program, Regional Marketing Plan, Nature Viewing Trail, and Scenic Byway projects.
- 3) Encourage, support and lead local communities in their efforts to successfully address the impact of changes in the region on their natural, cultural and economic resources.
- 4) Promote awareness of the Alliance's regional efforts to protect and grow the natural, cultural and economic resources of the Cumberland Plateau, and promote awareness of those resources.
- 5) Build upon the diverse strengths of Alliance members and our strategic partners by enlarging the membership of the Alliance, improving our member services, and increasing member participation in achieving the goals of the Alliance for the Cumberlandlands.
- 6) Strengthen the capacity of the Alliance through further development of financial, organizational and human resources required to better achieve its mission.

Alliance for the Cumberlands

Objectives: 2008 – 2010

1. Strategic Goal: **Achieve the National Heritage Corridor designation.**

Strategies:

- *Respond to requests for information and resources from legislative champions for the National Heritage Corridor designation*
- *Successfully complete regional “demonstration” projects (e.g. Nature Viewing Trail, Regional Marketing Plan)*
- *Develop other projects with broad-based support to address critical issues in the region*

2008 Objectives

- Secure National Heritage Corridor designation in the 08 legislative session.
- Secure funding for implementation of Nature Viewing Trail and begin implementation
- Establish Regional Marketing Consortium (Spring of 08)
- Complete the Regional Marketing Plan and develop action steps to implement the plan by August 2008

2009 Objectives

- Establish the entity that will manage the National Heritage Corridor by year-end 2009
- Complete Nature Viewing Trail project, hold ribbon-cutting, etc.
- Work with established Regional Marketing Consortium to secure funding and begin implementation of the Regional Marketing Plan

2010 Objectives

- Complete the Corridor Management Plan by year-end 2010
- Work with Chambers and other partners to continue to market the Nature Viewing Trail project
- Work with Regional Marketing Consortium to continue implementation of the Regional Marketing Plan, where appropriate.

Alliance for the Cumberlands

Objectives: 2008 – 2010

2. Strategic Goal: **Launch projects supporting Eco and Heritage Tourism including State Heritage Areas program, Regional Marketing Plan, Nature Viewing Trail, and Scenic Byway projects**

Strategies:

- *Successfully complete regional “demonstration” projects (e.g. Nature Viewing Trail, Regional Marketing Plan)*
- *Build support for State Heritage Areas program with Cumberland Plateau as one of the first State Heritage Areas*
- *Support the efforts of other organizations to make progress towards designation of America’s Byways throughout the Cumberland Region*
- *Develop other projects with broad-based support to address critical issues in the region*

2008 Objectives	2009 Objectives	2010 Objectives
<ul style="list-style-type: none"> • Secure Funding for Implementation of Nature Viewing Trail and begin implementation • Establish Regional Marketing Consortium (Spring of 08) • Complete the Regional Marketing Plan and develop action steps to implement the plan by August 2008 • Work with TDEC and other State Agencies to establish the TN State Heritage Areas Program and the Cumberland Plateau as one of the first State Heritage Areas. • Working with Historic Rugby and other partners, complete the Corridor Management Plan for the Northern Cumberland Plateau Scenic Byway by the end of 2008 • Working with TN Tech and other partners, apply for funds to establish the Walton Road Scenic Byway • Assist other partners in attempts to establish other Scenic Byways, where appropriate, throughout the region. 	<p>Complete Nature Viewing Trail project, hold ribbon-cutting, etc.</p> <p>Work with established Regional Marketing Consortium to secure funding and begin implementation of the Regional Marketing Plan</p> <p>Work with newly established TN State Heritage Areas program to develop regional planning efforts and funding mechanisms.</p> <p>Work with Historic Rugby and other partners to implement Corridor Management Plan for the Northern Cumberland Plateau Scenic Byway</p> <p>Working with TN Tech and other partners, complete the Corridor Management Plan for the Walton Road Scenic Byway by the end of 2009</p>	<p>Work with Chambers and other partners to continue to market the Nature Viewing Trail project</p> <p>Work with Regional Marketing Consortium to continue implementation of the Regional Marketing Plan, where appropriate.</p> <p>Implement projects that further the goals of the TN State Heritage Area-Cumberland Plateau region.</p> <p>Continue to work with Historic Rugby and other partners to implement the Corridor Management Plan for the Northern Cumberland Plateau Scenic Byway, where appropriate.</p> <p>Work with TN Tech and other partners to implement the Corridor Management Plan for the Walton Road Scenic Byway</p>

Alliance for the Cumberlands

Objectives: 2008 – 2010

3. Strategic Goal: Encourage, support and lead local communities in their efforts to successfully address the impact of changes in the region on their natural, cultural and economic resources.

Strategies:

- *Encourage local leadership to develop sustainable vision for the future via group presentations, building relationships and local outreach*
- *Encourage regional and/or state entities to incentivize considering natural, cultural, and historic resources when planning for economic growth*
- *Develop more comprehensive resource references and make them available to local landowners and decision makers*

2008 Objectives	2009 Objectives	2010 Objectives
<p>Engage the existing state regional and local planning efforts within TN Dept. of Economic and Community Development, Regional Planning Organizations, Municipal Technical Assistance Services, the Tennessee Valley Authority and other state or federal programs to facilitate incorporation of natural, cultural and historic planning (if they don't already)</p> <p>Review issues and develop strategies to more fully meet this goal</p> <p>Continue to engage local leadership at every available opportunity</p>	<p>Continue to facilitate the incorporation of natural, cultural and historic planning with TN ECD, RPOs, MTAS, CTAS, TVA and others.</p> <p>Establish a comprehensive “one-stop shop” for local entities looking for resources available to help them address impacts to their communities. *</p> <p>Continue to engage local leadership at every available opportunity</p>	<p>Continue to facilitate incorporation of natural, cultural and historic planning with TN ECD, RPOs, MTAS, CTAS, TVA and others.</p> <p>Maintain database of local resources*</p> <p>Continue to engage local leadership at every available opportunity</p>

Alliance for the Cumberlands

Objectives: 2008 – 2010

4. Strategic Goal: Promote awareness of the Alliance’s regional efforts to protect and grow the natural, cultural and economic resources of the Cumberland Plateau, and promote awareness of those resources.

Strategies:

- *Continue to brand the Alliance through creation of new logo and consistent look in all materials*
- *Identify and use key messages in all Alliance presentations and materials*
- *Increase awareness of the natural, cultural and economic resources of the Cumberland Plateau through contacts with the media*

2008 Objectives	2009 Objectives	2010 Objectives
<p>Complete Strategic Planning Process (Spring 08)</p> <p>Develop key messages for the Alliance for the Cumberlands</p> <p>Develop Logo for the Alliance for the Cumberlands</p> <p>Secure Funding for development of outreach materials and for printing of said materials, including letterhead and business cards with new logo.</p> <p>Update the look of the website to include the new logo</p>	<p>Continue to use key messages for the Alliance for the Cumberlands and evaluate them on a regular basis via surveys of the membership.</p> <p>Develop a media strategy and more fully engage the press in the efforts of the Alliance and in the issues facing the Cumberland Plateau.*</p>	<p>Continue to use key messages for the Alliance for the Cumberlands and evaluate them on a regular basis via surveys of the membership.</p> <p>Fully engage the press in the efforts of the Alliance and in the issues facing the Cumberland Plateau.*</p>

Alliance for the Cumberlands

Objectives: 2008 – 2010

5. Strategic Goal: Build upon the diverse strengths of Alliance members and our strategic partners by enlarging the membership of the Alliance, improving our member services, and increasing member participation in achieving the goals of the Alliance for the Cumberlands

Strategies:

- *Build membership by conducting outreach to interested organizations and agencies; couple this with the press outreach efforts*
- *Continue to provide networking opportunities such as the Annual conference and regular meetings*
- *Update the website and newsletter to serve as greater networking tools for the region*
- *Encourage member participation in Alliance sponsored projects that are relevant to their mission*
- *Continue to provide knowledgeable staff to help direct key connections in the region**

2008 Objectives	2009 Objectives	2010 Objectives
<p>Update the newsletter and Website so that they are high-tech resources for our members and partners. Provide an online “Calendar of Events” for the region as well as continuing to provide the “Programs on the Plateau” resource.</p> <p>Continue to engage potential and existing members through group presentation, individual meetings, etc.</p> <p>Continue to develop opportunities for member organizations to participate in Alliance sponsored projects.</p> <p>Encourage members to participate in Alliance sponsored projects by direct solicitations as well as “word of mouth” encouragement.</p>	<p>Maintain Website “Calendar of Events” and “Programs on the Plateau”.*</p> <p>Develop a committee to address “Emerging Issues” and provide relevant and timely information as well as Special Events to address issues as needed.*</p> <p>Continue to engage potential and existing members through group presentation, individual meetings, etc.*</p> <p>Continue to develop opportunities for member organizations to participate in Alliance sponsored projects.</p> <p>Encourage members to participate in Alliance sponsored projects by direct solicitations as well as “word of mouth” encouragement.</p>	<p>Maintain Website “Calendar of Events” and “Programs on the Plateau”*</p> <p>Continue to address emerging issues through the established committee and provide relevant and timely information as well as Special event to address issues as needed.*</p> <p>Continue to engage potential and existing members through group presentation, individual meetings, etc.*</p> <p>Continue to develop opportunities for member organizations to participate in Alliance sponsored projects.</p> <p>Encourage members to participate in Alliance sponsored projects by direct solicitations as well as “word of mouth” encouragement.</p>

Alliance for the Cumberlandds

Objectives: 2008 – 2010

6. Strategic Goal: **Strengthen the capacity of the Alliance through further development of financial, organization and human resources required to better achieve its mission.**

Strategies:

- *Continue to evaluate the relationship with TNC for mutual benefit*
- *Develop capacities for the Alliance for the Cumberlandds to move toward independent operation*
- *Evaluate the operations of the Alliance for the Cumberlandds and ensure we are prepared for growth*
- *Secure operating income on an annual basis*
- *Secure the resources needed to add staff positions as needed to achieve our goals*

2008 Objectives	2009 Objectives	2010 Objectives
<p>Renew the MOU between TNC and AFC. Complete by Spring of 08</p> <p>Establish a Task Force to review Operational Guidelines by Spring of 08. Implement their recommendations by the end of 08. Task Force should make recommendations about nomination and succession of Steering Committee, number of Steering Committee members, constituencies represented by the Steering Committee members.</p> <p>Establish a Development Committee to ensure annual operating expenses are met. Committee will be established and functioning by the end of 2008</p> <p>Encourage joint fundraising opportunities with membership</p>	<p>Hire part-time staff to provide assistance with membership outreach (*items that the new staff person would complete)</p> <p>Complete at least one successful example of joint fundraising with a member of the Alliance for the Cumberlandds (besides TNC)</p> <p>Development Committee will have an established capacity for meeting the annual operating needs of the Alliance.</p>	<p>Review the MOU between TNC and AFC. Complete by end of 2010/early 2011.</p> <p>Complete additional successful examples of joint fundraising with members of the Alliance.</p> <p>Work towards establishing the Alliance as a financial benefit for its membership (membership increases fundability, prestige, financial prospects, etc.).</p> <p>Development Committee will continue to ensure the Alliance meets its annual operating needs.</p>