Partnership and Collaboration: Charting the Course for Success

...to preserve, conserve, and interpret the legacy of the Civil War in the Shenandoah Valley...

Shenandoah Valley Battlefields National Historic District and Commission Act of 1996 (P.L. 104-333)
During times of uncertainty or great change, an understanding of history is of vital importance. It provides a philosophical and emotional compass. History helps us better understand “how we got here” and how to chart our course forward.

As one of the most significant events in our nation’s history, the Civil War is one of the major points on our national compass. The Shenandoah Valley Battlefields Foundation is pleased to be working with its many partners to help secure the future of our Civil War sites and history - to keep this point on the national compass clear.

The Battlefields Foundation is also pleased to provide you with this annual report on its activities in 2005. It was another productive year as we worked with partners to protect our battlefields, tell the Valley’s Civil War stories, provide educational programs, and contribute to the region’s economy by drawing more visitors to the beautiful Shenandoah Valley. We hope this “snap shot” of 2005 will encourage you to become involved with us to make 2006 an even better year.

I want to extend my sincere thanks to those individuals who are retiring from the Battlefields Foundation’s Board of Trustees - Eve Newman, Nancy Hess, Dr. James Davis, and, soon, Delegate Allen Loudback. I also want to welcome new trustees James Barnett, Lawrence Bowers, Irvin Hess and Phillip Stone who were elected to the board this fall.

I also want to congratulate Kris Tierney on being elected chairman of the board and thank him for his willingness to accept the post. I have worked with Kris since 1997 when we were appointed to the former Shenandoah Valley Battlefields Commission. Kris is an outstanding thinker and doer. He will serve the Battlefields Foundation well.

Lastly, I want to say what a privilege it has been for me to serve on the board of the Battlefields Foundation and to chair this body for the past two years. I will greatly miss the people and even the challenges of the Shenandoah Valley Battlefields Foundation.

Dan Stickley
Chairman
Shenandoah Valley Battlefields
National Historic District

“...this community-based approach emphasizes Valley hospitality and showcases the personalities, stories, and attractions of five different areas centered on the battlefields...”
— Shenandoah Valley Battlefields National Historic District Management Plan

National Heritage Areas
The Shenandoah Valley Battlefields National Historic District is one of the nation’s 27 national heritage areas. National heritage areas are parts of our country’s landscape that have been recognized by the United States Congress for their unique contributions to the American experience. A heritage area may be developed around a common theme or an industry that influenced the culture and history of that region and our country.
— National Park Service
Resource Protection

The federal legislation creating the National Historic District identifies ten Civil War battlefields to be preserved. The law and the District’s Management Plan mandate voluntary protection of these battlefields as well as other cultural and natural resources.

Battlefield Preservation Projects

The Battlefields Foundation acquired five new properties in 2005. Purchases at Cedar Creek, Fisher’s Hill, and New Market totaled 304 acres. Perhaps more importantly, the Battlefields Foundation is working on 33 additional projects that could yield more than 3,300 acres of protected battlefield in the years to come.

New Market was a focal point of land conservation efforts in 2005. Three properties were purchased at New Market totaling 192 acres. Together with adjacent land owned by VMI at the New Market Battlefield State Historical Park, the additions form a contiguous 493-acre block of protected core battlefield. This is now the largest contiguous protected battlefield area in the Shenandoah Valley.

Protected land in the Cedar Creek and Belle Grove National Historical Park crossed the 1,000 acre threshold in 2005. The Battlefields Foundation purchased 87 acres in the park boundary this summer, bringing its holdings in the national park to 204 acres. In all, more than 1,040 acres of land are now protected in the 3,500-acre park—almost a third of the park is now secured for future generations.

The Battlefields Foundation also purchased land using mortgages for the first time in 2005. The Board of Trustees took on the debt to acquire two Shenandoah County properties. A New Market property was purchased this spring and is being resold subject to a conservation easement, allowing the Battlefields Foundation to recoup its investment. A state grant and federal funds have been secured to repay the loan used to purchase a property at Fisher’s Hill. Both projects were financed by loans from First Bank.

Newly protected land at Cedar Creek offers stunning views of the north end of the Massanutten Mountain.

Detail from a map by Confederate engineer Jedediah Hotchkiss: This year the Battlefields Foundation protected the hill occupied by Lowry’s battery on the Confederate right. Note the alignment of the Valley Pike to the northwest of the hill—modern Route 11 now skirts the hill on its east side.
The Virginia Land Conservation Foundation awarded two grants to the Battlefields Foundation in June to preserve land at the Fisher’s Hill and Cedar Creek battlefields. The Virginia General Assembly provided new funds to this state program to protect Virginia’s farms, forests, and historic sites in 2005.

The Fisher’s Hill grant—$212,409—will help pay for a property at the center of the core area, where the Valley Turnpike crested Fisher’s Hill during the Civil War. It retains a mile of the Valley Turnpike and ruins of bridge abutments that carried the road over Tumbling Run, built in the 1830s. Well-defined cannon emplacements, trenches, and other earthworks remain on the property.

The Cedar Creek grant—$244,794—will help purchase a conservation easement on a 117-acre family farm. The easement will protect spectacular views of land within the national park while enabling the owners to keep the farm in protective agricultural and forest uses despite escalating land values in the Strasburg area.

Several landowners are working to place their land under conservation easement or to sell land to the Battlefields Foundation. Copies of the plan are available by mail or in person at the Battlefields Foundation offices in New Market.
A long-term goal of the Battlefields Foundation has been to develop a collaborative plan to coordinate interpretation among the various Civil War sites in the Valley. During 2005 that effort began in earnest. As with similar projects, the Battlefields Foundation is seeking input from a diverse group of stakeholders in the development of the plan. More than 20 interpretive organizations are participating in the plan’s development that is being guided by the firm of John Milner & Associates of West Chester, Pennsylvania. Preliminary phases of developing the plan are underway while additional funds are secured to complete it in late 2006.

Virginia Civil War Trails

Since 2001, the Battlefields Foundation has funded the installation of more than 80 Civil War Trails signs in the National Historic District. In 2005, twelve new markers were installed. Several offer the first interpretation focused on “The Burning” — in 1864 Federal troops targeted the region’s civilian economy, setting farms and mills ablaze in an attempt to destroy the “breadbasket of the Confederacy.” The markers, located in Rockingham County, describe the impact of this action on agrarian families, shopkeepers, and the pacifist religious communities.

District-wide Interpretive Plan

The Battlefields Foundation is to create a District-wide interpretive program that includes visitor education, living history demonstrations, and reenactments unified through a District wayfinding system.

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Civil War Conference with Shenandoah University

In April 2005, the Battlefields Foundation collaborated with Shenandoah University to examine evolving popular perceptions of the Civil War’s causes and legacies. A two-day conference explored various interpretations that have helped shape memory and meaning of the war for generations of Americans. Speakers included historians Gary Gallagher, Brandon Beck, David Blight, Jonathan Noyalas, and John Hennessey.

Other Interpretive Projects

The Battlefields Foundation also provided funding assistance for battle reenactments at New Market and Cedar Creek and for the inaugural Lincoln Society of Virginia Symposium at Bridgewater College.
Visitors Services & Tourism

The Battlefields Foundation is to develop a high-quality branding and marketing program for the National Historic District that will help make it and its individual sites a world-class visitor destination that provides fuel for the Shenandoah Valley’s economic engine.

Marketing Plan for the National Historic District

In its 2005 session, the Virginia General Assembly appropriated funds to help promote the Shenandoah Valley Battlefields National Historic District. The $140,000 grant—which must be matched—will help the Battlefields Foundation and its partners develop a coordinated marketing plan for the Valley’s Civil War battlefields and related historic sites. The plan—essentially a targeted business development program—will present a blueprint for how and where to market the Valley as a Civil War destination. It will include recommendations about advertising venues, target markets, cooperative promotional efforts, and public relations strategies. The grant also includes funds to begin implementation.

Promoting the Valley’s Civil War Sites – Advertising

Even though the marketing plan has yet to begin, the Battlefields Foundation is already working with its partners to ensure that they and the National Historic District have a visible presence in key promotional venues.

Guide to Virginia’s Civil War, Civil War Traveler: These two companion publications are distributed at Civil War-related museums, historic sites, visitor centers, and national battlefield parks throughout the mid-Atlantic region. The guide is also sent by the Virginia Tourism Corporation to potential visitors who inquire about Virginia’s Civil War sites. The Battlefields Foundation and several Valley tourism offices cooperated on a two-page ad that ran throughout the year, creating a much greater visibility than each would achieve working alone.

SVTA Travel Guide: Published by the Shenandoah Valley Travel Association, a regional tourism promotion organization, the SVTA Travel Guide is distributed at visitor centers and welcome centers in the Valley and throughout Virginia—it is viewed by the tourism industry as the primary source for Valley tourism information.

Local Ads: The Battlefields Foundation also promotes the District in local publications including a special Civil War section in the Northern Virginia Daily and reenactment programs.
Fostering Local Collaboration: The "Clusters"

The District Management Plan groups the battlefields and related historic sites into five geographic "clusters." The Battlefields Foundation is to encourage and assist partner organizations in each cluster area to collaborate to tell their communities' unique Civil War stories.

Orientation Centers at McDowell and Winchester

The District Management Plan calls for local and regional stakeholders to create five Civil War orientation centers across the National Historic District. They will orient visitors, placing each community's unique history within the broader context of the Valley's Civil War story, and direct visitors to the sites that tell that story.

McDowell: The first orientation center opened in 2005 at McDowell, housed inside the new Highland Museum & Heritage Center. Partners included the Highland Historical Society, the Highland County Chamber of Commerce, and the Battlefields Foundation.

Winchester: Partners in the Winchester cluster broke ground in 2005 on a new building that will serve as a Civil War orientation center as well as the regional visitor center managed by the Winchester-Frederick County Convention & Visitors Bureau. It will also provide classroom and office space for Shenandoah University's History & Tourism Center.

Cluster-coordinated Projects

Partners in the Winchester-Frederick County and the Harrisonburg-Rockingham County clusters coordinated various visitor-oriented activities in 2005. It is impossible to fully describe their extraordinary collaboration or tally the considerable number of local organizations and individuals who made these events happen. The Battlefields Foundation is proud to have helped foster these exceptional efforts and to have provided funding to make them possible.

Winchester Civil War Weekend:
For the third year in a row, a wide range of Civil War sites joined forces to offer visitors a look at Winchester's Civil War experience. From lectures, to living history, to a kids' camp, to a Civil War-era cotillion, the weekend offered something for everyone.

Rockingham Cluster Brochure:
In their first full year of collaboration, partners in Harrisonburg and Rockingham County teamed up to publish the National Historic District's second cluster brochure. As part of the District's family of tourism products, cluster brochures briefly illuminate each community's Civil War story and provide details about the cluster area's Civil War sites and attractions. In 2003, the Winchester cluster created the first such brochure, which is now being updated.

Cross Keys—Living History, Kids Camp:
From a Living History weekend that invited audiences to explore the Cross Keys battlefield and experience the community's military and civilian story, to a Kids' Camp that encouraged schoolchildren to ponder the drama of this turning point in American history… partners in the Rockingham area worked together to give local residents and visitors a chance to explore their area's Civil War history.
The Battlefields Foundation’s Implementation Grants program assists community-based organizations with projects that they might not otherwise be able to undertake to interpret, preserve, or promote the Shenandoah Valley’s Civil War history and sites.

In 2005, the Battlefields Foundation awarded $50,138 to partner organizations throughout the National Historic District. The grants—which must be matched—will leverage a total of $105,092 for projects that protect, interpret, and/or promote the Shenandoah Valley’s Civil War sites and enable partners to participate in implementing the District’s Management Plan. The Grants program is one way that the Foundation shares funding for the National Historic District with its partners.

### 2005 Implementation Grants

<table>
<thead>
<tr>
<th>Organization</th>
<th>Project Description</th>
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<tbody>
<tr>
<td>Cedar Creek Battlefield Foundation (Frederick County):</td>
<td>$8,658 for Battle of Cedar Creek Tour Book—2nd Edition. Revision of Joseph W. Whitehorne’s Battle of Cedar Creek Self-Guided Tour book, to include updates of driving directions, landmarks, and interpretive signs since initial publication.</td>
</tr>
<tr>
<td>Col D. H. Lee Martz Camp 10 SCV (Rockingham County):</td>
<td>$2,080 for a Virginia Civil War Trails (VCWT) marker at the Port Republic battlefield. Placement of a VCWT interpretive marker along the west side of U.S. 340 overlooking the Port Republic battlefield.</td>
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<tr>
<td>Elkton Historical Society (Rockingham County):</td>
<td>$2,080 for a VCWT marker at Elk Run Cemetery. Placement of an interpretive marker at the main entrance of the cemetery.</td>
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<tr>
<td>Highland Historical Society (Highland County):</td>
<td>$1,500 for Highland County Museum &amp; Heritage Center signage project. Development and installation of directional signs to help motorists find the museum, the home of the Civil War orientation center for the McDowell cluster.</td>
</tr>
<tr>
<td>Kernstown Battlefield Association (Winchester and Frederick County):</td>
<td>$10,000 for Pritchard House masonry wall restoration. Restoration and stabilization of the rear wall of the 1854 Pritchard House, a key landscape feature of the battlefield at Kernstown.</td>
</tr>
<tr>
<td>Museum of the Shenandoah Valley (Winchester):</td>
<td>$7,500 for “Mapping the Valley: The Civil War Maps of Jedediah Hotchkiss.” Research and planning phases of the development of an exhibit of the Shenandoah Valley battlefield maps of Jedediah Hotchkiss, cartographer and engineer to Confederate Generals Stonewall Jackson and Jubal Early.</td>
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<tr>
<td>Old Court House Civil War Museum (Winchester and Frederick County):</td>
<td>$2,080 for a VCWT marker at the Old Frederick County Courthouse. Installation of an interpretive marker at the Old Court House Civil War Museum telling the story of the courthouse’s role during the Civil War.</td>
</tr>
<tr>
<td>Shenandoah County Tourism (Shenandoah County):</td>
<td>$4,160 for VCWT signs at the Fisher’s Hill battlefield. Replacement of existing weathered interpretive signs on the battlefield with VCWT markers.</td>
</tr>
<tr>
<td>Winchester Department of Parks and Recreation (Winchester):</td>
<td>$10,000 for replica of cookhouse at Sheridan’s Field Hospital. Construction of a detailed replica of a typical cookhouse that would have served Sheridan’s Field Hospital at Shawnee Springs, now a segment of the W. incher Green Cirelinear park.</td>
</tr>
<tr>
<td>Winchester-Frederick County Historical Society (Winchester and Frederick County):</td>
<td>$2,080 for a VCWT marker at Abrams’s Delight. Placement of an interpretive marker at Abrams’s Delight (c. 1754), the oldest house in Winchester.</td>
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</table>

The Old Court House Civil War Museum will use an implementation grant from the Battlefields Foundation to install a new Civil War Trails sign describing the role of the courthouse during the war.
In fulfilling its mission as the “lead managing partner” for the National Historic District, the Battlefields Foundation is working with and supporting local, regional, and national partners to protect, interpret, and promote Civil War battlefields and related sites in Virginia’s Shenandoah Valley.

Carrington Williams Preservation Award

The 2005 Carrington Williams Preservation Award was given to Dr. Joseph W. A. Whitehorne at the Battlefields Foundation annual meeting. A lifelong historian, first as an officer in the US Army and more recently as a professor of history at Lord Fairfax Community College, Dr. Whitehorne has devoted tremendous energy and time to preserving the Valley’s Civil War history. Currently he is president of the Cedar Creek Battlefield Foundation. One of Dr. Whitehorne’s oft repeated phrases is “It is amazing what you can accomplish when you don’t need to take the credit.”

Volunteer of the Year

In 2005 the Battlefields Foundation awarded its first Volunteer of the Year Award to Jeremy Hilliard, a reenactor with the 10th Virginia and a resident of Luray. Hilliard has been active throughout the National Historic District. This past year he helped organize the Cross Keys Living History Day, the Cross Keys Civil War Kids Camp, and assisted with the McDowell Battlefield Heritage Days reenactment. He has also single-handedly distributed thousands of National Historic District brochures throughout the Shenandoah Valley and beyond.

Cedar Creek & Belle Grove National Historical Park

The Battlefields Foundation is proud to be one of the “key partners” in this new model national park along with the Cedar Creek Battlefield Foundation, the National Trust for Historic Preservation, Belle Grove Plantation, Inc., Shenandoah County, and the National Park Service. Creation of the park was one of the signature recommendations in the District Management Plan. In 2005 the federal advisory commission for the national park was formed. This 15-member body, called for in the park’s legislation and appointed by the Secretary of the Interior, is charged with working with the National Park Service, landowners, local governments, and interest groups in planning and implementing the park. SVBF Executive Director Howard Kittell represents the Battlefields Foundation on the advisory commission.
The National Historic District Management Plan outlines a substantial body of projects and programs for the Battlefields Foundation to accomplish and foster. None of this, however, would be possible without a substantial investment of public and private funding from a variety of sources.

As part of the fiscal year 2005 federal budget, the Battlefields Foundation received appropriations of $1.5 million for battlefield preservation and $500,000 for projects, programs, and operations. Thanks are due to the members of the Valley’s congressional delegation who helped to secure these funds: Senators John Warner and George Allen, and Representatives Frank Wolf and Bob Goodlatte and their staffs.

The programmatic and operations funds come from the Department of the Interior’s Heritage Parks and Partnerships Program for national heritage areas. Funding for the acquisition of battlefield land and conservation easements comes from the Land and Water Conservation Fund.

In addition to federal funding, during FY2005 the Commonwealth of Virginia provided substantial sums to the Battlefields Foundation. In February the General Assembly appropriated $140,000 that will be used to develop and implement a marketing plan for the National Historic District (see page 5). In June the Virginia Land Conservation Foundation made two grants totaling $457,203 to help protect land at the Fisher’s Hill and Cedar Creek battlefields (see page 3).

Federal and state funds have enabled the Battlefields Foundation to implement much of the National Historic District Management Plan. However, private support is also a vital part of the formula—it provides flexibility that enables the Foundation to be more entrepreneurial in its efforts. In 2005 the Board of Trustees made a commitment to launch a more intensive fundraising campaign to bring more money into the Shenandoah Valley to preserve, interpret, and promote the region’s rich Civil War history. In the coming year the Battlefields Foundation will create a fundraising strategy and begin its implementation to increase the level of funding to it and its partners.

## FY2005 Budgeted Income and Expenses

(1 October 2004 - 30 September 2005)

### Funding Sources

**Federal Appropriations**

- Programs and Administration $500,000
- Battlefield Preservation 1,500,000
- Transportation Enhancement $100,000
- Grants, donations, and other income $148,000

### Expenses

- Administration, Program Development $423,800
- Development and Professional Services 18,000

**Programs**

- Cluster Development 12,000
- 2005 Implementation Grants 50,000
- Interpretation and Education 49,800
- Promotion and Tourism 50,500
- Signage 87,000
- Property Management 25,600
- Battlefield Preservation 4,138,000*

*This figure includes battlefield preservation appropriations and grants carried over from the prior fiscal year.

Congressman Bob Goodlatte and Virginia Delegate Chris Saxman discuss Stonewall Jackson’s Valley Campaign during the opening of the new Civil War orientation center at McDowell.
Our Partners

As one of 27 congressionally-created national heritage areas, the Shenandoah Valley Battlefields National Historic District receives federal funding through the National Park Service's National Heritage Areas Program. Our partnership with the National Park Service is one of our strongest.

In addition, the Battlefields Foundation is fortunate to have partnered in 2005 with a wide variety of organizations throughout the Shenandoah Valley and beyond. There is no way to fully list all of these organizations but a sampling follows.

10th Virginia Reenactors - Alliance of National Heritage Areas - Augusta County Historical Society
Belle Grove Plantation - Bridgewater College - Cedar Creek Battlefield Foundation
The Center for Civil War Living History, Inc. - Central Shenandoah Planning District Commission
Civil War Preservation Trust - Col. D.H. Lee Martz Camp #10, Sons of Confederate Veterans
Cross Keys-Goos Mill Historical Society - Cross Keys-Mill Creek Runitan Club
Elkton Historical Society - Fort Collier Civil War Center - Frederick County
Frederick County Farm Bureau - Frederick County Historic Resources Advisory Board
Town of Front Royal - Harrisonburg Downtown Renaissance
Harrisonburg-Rockingham Chamber of Commerce
Harrisonburg-Rockingham Convention & Visitors Bureau
Harrisonburg-Rockingham Historical Society - Highland County
Highland Historical Society - James Madison University
Kernstown Battlefield Association - Museum of the Shenandoah Valley
National Forest Service - National Trust for Historic Preservation
Natural Resources Conservation Service - New Market Battlefield State Historical Park
Northern Shenandoah Valley Regional Commission
Old Court House Civil War Museum - The Opequon Watershed, Inc.
Preservation of Historic Winchester - Rockingham County - Shenandoah County
Shenandoah County Tourism - Northern Shenandoah Valley Travel Council
Shenandoah University History & Tourism Center
Shenandoah Valley Civil War Round Table - Shenandoah Valley Network
Shenandoah Valley Travel Association - Society of Port Republic Preservationists
Staunton Convention & Visitors Bureau - Stone House Foundation
Turner Ashby Chapter, United Daughters of the Confederacy
Valley Brethren-Mennonite Heritage Center - Valley Conservation Council
Virginia Civil War Trails - Virginia Department of Historic Resources
Virginia Department of Conservation & Recreation - Virginia Land Conservation Fund
Virginia Military Institute - Virginia Outdoors Foundation - Virginia Tourism Corporation
Warren County - City of Waynesboro - City of Winchester
Winchester-Frederick County Convention & Visitors Bureau
Winchester-Frederick County Historical Society - Winchester Green Circle/Shawnee Springs
Winchester Old Town Development Board

Created by Congress in 1996, the Shenandoah Valley Battlefields National Historic District encompasses Augusta, Clarke, Frederick, Highland, Page, Rockingham, Shenandoah, and Warren counties in Virginia and the cities of Harrisonburg, Staunton, Waynesboro, and Winchester. As authorized by the Secretary of the Interior, the Shenandoah Valley Battlefields Foundation serves as the non-profit manager for the District, partnering with local, regional, and national organizations and governments to preserve the Shenandoah Valley’s Civil War battlefields and interpret and promote the Valley’s Civil War story for the region and the nation.

Details about the information contained in this report may be found online at www.ShenandoahAtWar.org or by calling the Foundation’s offices.