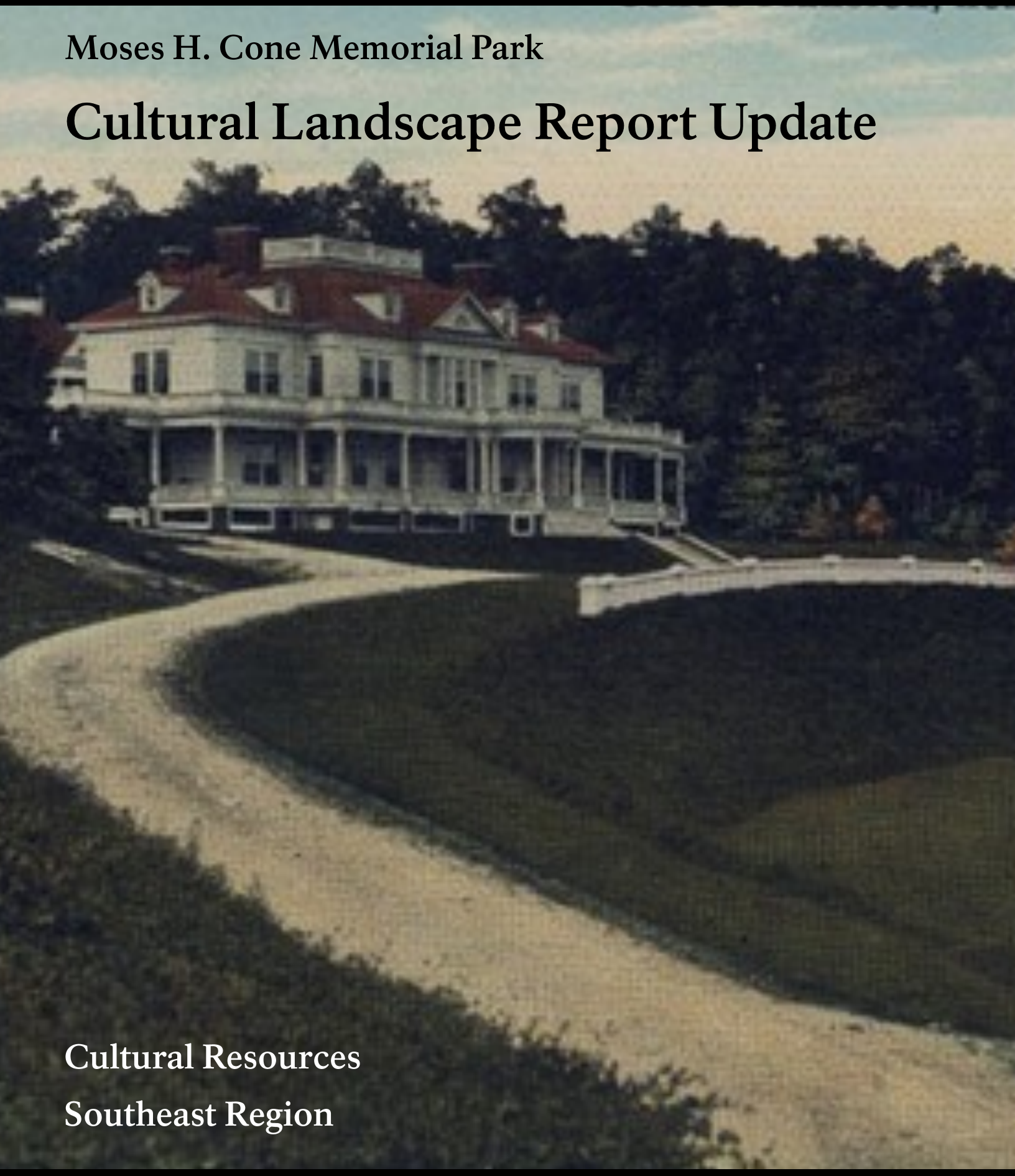
National Park Service
U.S. Department of the Interior

Blue Ridge Parkway
North Carolina

Moses H. Cone Memorial Park

Cultural Landscape Report Update



Cultural Resources

Southeast Region

Blue Ridge Parkway
Moses H. Cone Memorial Park
Blowing Rock, North Carolina

Cultural Landscape Report Update

November 2013

Prepared for:
National Park Service
Southeast Regional Office
Atlanta, Georgia

Prepared by:
Wiss, Janney, Elstner Associates, Inc.
John Milner Associates, Inc.



Cultural Resources Division
Southeast Regional Office
National Park Service
100 Alabama Street, SW
Atlanta, Georgia 30303
(404) 562-3117

About the front cover: Flat Top Manor and the Entrance Road, circa 1911. Historic postcard, Blue Ridge Parkway collection.

This manuscript has been authored by Wiss, Janney, Elstner Associates, Inc., under Contract Number P08PC60883 with the National Park Service. The United States Government retains and the publisher, by accepting the article for publication, acknowledges that the United States Government retains a non-exclusive, paid-up, irrevocable, world-wide license to publish or reproduce the published form of this manuscript, or allow others to do so, for United States Government purposes.

Blue Ridge Parkway
Moses H. Cone Memorial Park
Blowing Rock, North Carolina

Cultural Landscape Report Update

Approved: _____ Date: 2-11-14
Superintendent, Blue Ridge Parkway

Recommended: _____ Date: 2-26-2014
Chief, Cultural Resources Division, Southeast Region

Recommended: _____ (ACTING) Date: 2/26/2014
Deputy Regional Director, Southeast Region

Approved: _____ Date: 3/3/2014
Regional Director, Southeast Region

Contents

Introduction 1

- Background 1
- Scope of Work and Methodology 4
- Summary of Findings 4

Update to the 1993 CLR Introduction 7

Update to the 1993 CLR Chapter One: The Present Landscape 9

Update to the 1993 CLR Chapter Two: The Historic Landscape 13

- Additional Historic Photographs 16

Update to the 1993 CLR Chapter Three: Changes over Time 23

- Universal Accessibility Improvements, Flat Top Manor Precinct 26
- Bass Lake Parking Area Improvements 28
- Apple and Other Fruit Tree Orchards 29
- Pastures and Meadows 31
- Coniferous Plantations 31
- Lakes and Pools 31
- Land Exchange Issues 31
- Project Management Information System Summary 33

Update to the 1993 CLR Chapter Four: Historical Significance 39

Update to the 1993 CLR Chapter Five: Management Strategies 43

Update to the 1993 CLR Chapter Six: Recommendations 47

- Introduction 47
- CLR Update Treatment Recommendations 57
- Best Management Practices 70

Bibliography 75

Foreword

I am pleased to present the Moses H. Cone Memorial Park Cultural Landscape Report Update for public distribution. The country estate developed by Moses and Bertha Cone and subsequently transferred to the National Park Service contains a well-preserved Colonial Revival home, over 25 miles of carriage roads, two lakes, and nearly 3,500 acres for public enjoyment. This update to the original 1993 cultural landscape report will allow park managers to better understand the changes that have occurred in the 20 years since the first report was issued. This study would not have been possible without the diligent research and able analysis from Deborah Slaton of Wiss, Janney, Elstner Associates and Liz Sargent, Historical Landscape Architect. The staff of the Blue Ridge Parkway including Bambi Teague, Bob Cherry, Jackie Holt, Steven Kidd, and David Anderson also assisted with providing historic documentation of the estate and reviews of the documents throughout the project. The invaluable knowledge provided in this document will aid parkway managers to ensure that the cultural resources at the Moses H. Cone Memorial Park can be enjoyed for generations to come.

Mark Woods
Superintendent, Blue Ridge Parkway
National Park Service
October 2013

Project Team

National Park Service – Southeast Regional Office

Laurie Chestnut, Contracting Officer
David Hasty, Acting Chief, Cultural Landscapes Program
Beth Byrd, Landscape Architect
Cynthia Walton, Historian

National Park Service – Blue Ridge Parkway

Mark Woods, Superintendent
R. Steven Kidd, Cultural Resources Specialist
Bambi Teague, Division Chief, Resource Management and Science
Bob Cherry, Wildlife Biologist
Jackie Holt, Curator
David Anderson, Park Landscape Architect

Wiss, Janney, Elstner Associates, Inc.

Deborah Slaton, Project Manager/Historian
Kenneth Itle, Historical Architect
Tim Penich, Graduate Historical Architect/Historian

John Milner Associates, Inc.

Liz Sargent, Historical Landscape Architect
Jane Jacobs, Historical Landscape Architect
Christina Osborn, Landscape Designer
Lauren Noe, Landscape Designer

Introduction



FIGURE 1. Flat Top Meadow looking west past the Cone Cemetery (right). (JMA, 2011)

Background

Moses H. Cone Memorial Park is a 3,496-acre historic country estate located near the town of Blowing Rock in Watauga County, North Carolina. The property is administered by the National Park Service as part of the Blue Ridge Parkway, a 469-mile corridor that stretches between Shenandoah National Park and the Skyline Drive in central Virginia, and Great Smoky Mountains National Park near Cherokee, North Carolina. The estate lies between mileposts 292 and 295 of the Blue Ridge Parkway. It serves as one of eighteen recreation areas that offer travelers the opportunity to connect more deeply with the scenic natural terrain of the Blue Ridge Mountains while taking advantage of visitor services and amenities such as recreational activities. The estate was acquired by the National Park Service in 1950 after the death of Bertha Cone, who, with her husband Moses Cone, had designed the estate as a retreat from urban life during the late nineteenth and early twentieth centuries. In addition to establishing extensive fruit tree orchards with specimens of apples and several other types of fruits, and some nut-bearing trees, and a progressive animal husbandry operation, the Cones developed the property so that they and their guests could enjoy the scenic beauty of the landscape. Between 1899 and 1908, they designed and oversaw construction of 25 miles of carriage drives that passed through groves of planted native trees, shrubs, and meadows. Rustic stone walls and constructed water features edged the drives and accentuated dramatic overlooks, forest coves, and composed lakes and pools. In

all, the Cones created an orchestrated procession of scenery that afforded spectacular views of the property and surrounding mountains (Figure 1 through Figure 5).

The country estate developed by the Cones between 1899 and 1947, on more than 3,500 acres acquired between 1892 and 1899, remains one of the finest examples of a Country Place era estate administered as part of the National Park System, and affords interesting comparisons with other well-known regional period estates such as Biltmore, near Asheville, and Reynolda, in Winston-Salem, North Carolina. The design of the property reflects the vision of successful industrialist Moses Cone and his wife Bertha to establish an impressive rural retreat using new-found wealth. Cone is representative of a larger late nineteenth century phenomenon in which a new urban class of prosperous manufacturers, traders, bankers, and professionals elected to move to the country. While they usually retained city houses close to their places of business, they also built large, even palatial, homes in the country, to which they could retire for rural recreation. Moses Cone, who amassed a fortune in the textile trade, began to buy tracts of land for his estate in 1892. Most of the land currently associated with the property was already in his ownership when he began to build Flat Top Manor in 1899. Concurrently, Cone began to lay out and direct construction of his extensive system of carefully-designed carriage drives for the enjoyment of his family, guests, and the community. Cone also built two lakes, which he stocked with fish, as well as gardens and recreational features. With wife Bertha, Cone planted acres of trees and shrubs, forming large plantations of evergreens, banks of flowering shrubs, and allées along the carriage drives. The Cones were also supportive of the community, employing a large number of local residents, housing many of the estate workers on the property, and helping to establish a local school for workers' children.

Moses Cone died at the relatively young age of fifty in 1908. He had no children and died intestate. By the terms of a 1911 settlement of the estate, Flat Top Manor was to be transferred to the Moses H. Cone Memorial Hospital in Greensboro, North Carolina, upon the death of his wife Bertha. The estate was thereafter to be known as the Moses H. Cone Memorial Park and managed as a park and pleasure ground for the public.

Bertha Cone continued to reside on the estate each summer until her death in 1947. She elected to manage the estate in the manner determined while her husband was alive, although she expanded on some aspects of their work together, such as planting additional ornamental vegetation and fruit orchards and initiating a dairy operation.

Beginning in the 1930s, Blue Ridge Parkway landscape architect Stanley Abbott identified the land north of the town of Blowing Rock, including the Cone estate, as the preferred route for construction of the Blue Ridge Parkway through the area. Bertha Cone opposed the use of the estate for this purpose and fought the project for several years, even writing to President Franklin D. Roosevelt to express her concerns. Eventually, Bertha relented slightly, showing a willingness to compromise by indicating that if the government delayed construction of the road through the area until after her death, she would drop her protest. The National Park Service agreed, and construction of the parkway through Blowing Rock and Flat Top Estate did not commence until after Bertha's death. Trustees of the Moses H. Cone Memorial Hospital, concerned that the costs associated with maintaining the estate as a park would drain their resources and aware of the proposals to route the Blue Ridge Parkway through the estate, also obtained a declaratory judgment from the Supreme Court of North Carolina allowing them to transfer the property to the United States of America. In 1950, the estate became part of the Blue Ridge Parkway. Under the terms of the indenture, the National Park Service assumed the obligations of the 1911 settlement and agreed to maintain a system of roads on the estate equal in extent to the system then in operation, and to develop the park in accordance with an agreed master plan. During the mid-1950s, the Blue Ridge Parkway was constructed across the Moses H. Cone Memorial Park along an east-west axis within close proximity to the manor house, dividing the property into two. In order to accommodate visitors, the National Park Service developed access roads from the Parkway to a new parking

lot behind the house, and removed many of the buildings and structures that had formerly supported agricultural uses to diminish maintenance responsibilities. Several miles of carriage drives were affected, including the obliteration of some sections. To allow for travel between the northern and southern halves of the property, the National Park Service developed a box culvert that allowed passage beneath the Blue Ridge Parkway to the northeast of Flat Top Manor. This passage continues to be used by visitors, as well as park personnel today.

The National Park Service subsequently entered into a number of agreements to support management of the property. The manor house was adapted for use as a Craft Center to be administered by the Southern Highlands Handicraft Guild, and the pastures and meadows on the estate were leased to local farmers for grazing cattle and horses and for growing hay. The estate was opened to the public and today thousands of visitors continue to enjoy the interpretive and recreational amenities afforded on the property.

In the early 1990s, the National Park Service engaged Ian Firth, professor of landscape architecture at the University of Georgia, to prepare a comprehensive planning study of the property's landscape using the relatively new methodology of cultural landscape assessment. The study, the *Moses H. Cone Memorial Park Cultural Landscape Report* (CLR), was completed in 1993. It offered a detailed understanding of the physical history of the property and insight into the social history of the Cones, documented the landscape as it existed at the time, evaluated the property's likely eligibility for listing in the National Register of Historic Places, and provided recommendations for the stewardship and long-term management of historic landscape features surviving on the property. For nearly twenty years, the report has guided National Park Service management of the estate's cultural landscape.

In 2010, the park initiated a comprehensive planning and design effort to address evolving management needs and goals for the property and to enhance visitor enjoyment of the estate. The planning and design effort will result in a *Developed Area Management Plan* (DAMP) for Moses H. Cone Memorial Park that includes a site development plan for the manor house precinct. Primary among the goals for the DAMP are to enhance visitor access and interpretation that convey the importance of the work of the Cones and their Country Place era estate.

To support work on the DAMP, the National Park Service engaged Wiss, Janney, Elstner Associates Inc. (WJE), with sub-consultant John Milner Associates, Inc. (JMA), to prepare several studies, including a National Register nomination, Cultural Landscape Inventory, and this CLR Update. Personnel involved in the project include Deborah Slaton, Historian and Project Manager, WJE, and Liz Sargent, Historical Landscape Architect and principal author of the CLR Update, Jane Jacobs, Historical Landscape Architect, and Christina Osborn, Landscape Architectural Designer, JMA.

This CLR Update is intended to bridge the twenty years since the 1993 CLR was published by documenting changes that have occurred within the landscape and the National Park Service's evolving management goals and objectives for the property. By updating the site documentation, historical narrative, National Register eligibility and significance assessment, and recommendations for treatment and future development of the property provided in the 1993 CLR, this study is intended to inform the DAMP and the design of new access and interpretive improvements proposed for the Manor House precinct as well as other cultural landscape issues as they emerge.

Scope of Work and Methodology

The scope of work provided to the WJE/JMA team by the National Park Service to prepare the CLR Update identified the following tasks to be completed:

- Review of the 1993 *Moses H. Cone Memorial Park Cultural Landscape Report* to identify areas that need to be revised due to changes in site conditions, availability of additional research since its publication, and changes in park development and use plans for the site that may affect landscape preservation.

- Update of the significance section of the CLR to ensure that the CLR, CLI, and National Register nomination are in agreement.

- Revision of existing landscape treatment recommendations and/or development of new treatment recommendations as needed.

Based on discussions with the National Park Service, it was determined that the CLR Update would follow the chapter format used to prepare the 1993 CLR, and provide commentary on each chapter by referring to outdated information included in the original document and indicating the nature of any new information as available. Wherever possible, the CLR Update refers to the 1993 document by page number to assist the reader.

Summary of Findings

The pages that follow provide a summary of changes that have occurred on the property and the efforts that have been conducted to date in implementing the previous CLR's treatment recommendations, and the new goals for the cultural landscape that have emerged through management of the property and out of the consultant team's evaluation of site conditions. To a large degree, the work conducted to prepare the CLR Update has focused on identifying present National Park Service management objectives and goals for Moses H. Cone Memorial Park and refining CLR treatment recommendations to support management, stewardship, and interpretation for the foreseeable future.

It should be noted, however, that the 1993 CLR remains a remarkably relevant, insightful, and highly useful document that will continue to support protection and management of the estate's cultural landscape. Most of the historical and existing conditions documentation information, National Register level significance evaluation, and treatment recommendations included in the 1993 CLR continue to accurately portray conditions on the property, and provide appropriate resource protection strategies. Work conducted on behalf of this update has not suggested any wholesale changes to the information conveyed in the earlier document. The effort has instead focused on incorporating the new information that has emerged since 1993 based on additional studies and investigations that have been conducted to reveal new insights into the history of the property. The CLR Update also documents the changes that have been made by the National Park Service in support of visitor access, recreational use, and interpretation. Work conducted by the CLR Update project team to complete a National Register nomination has also yielded new information about the property and its associated historic contexts, such as scientific agriculture and the design of Country Place era estates, which is provided herein.

Another aspect of the 1993 CLR that has been updated is the treatment plan. The revised treatment plan provided in the CLR Update carefully considers each of the recommendations conveyed in the 1993 CLR. While most of the concepts conveyed in the original CLR are reinforced, the Update also features entirely new sections that address evolving park management strategies and funding considerations, as well as the

goals identified in the DAMP to enhance visitor access, circulation systems, and interpretation of the property.

Finally, it is interesting to note the degree of change that has occurred since 1993 in the area of report production. In 1993, while the use of computer software to generate typescript reports was already standard practice, the integration of graphics remained a blend of hand drawn, computer generated, and traditional graphic design approaches that required paste up and screening of photographs for halftone printing. Most graphics were designed to read as black and white images, as color printing was prohibitively expensive for generating multiple copies of long reports. Today, most report text and graphics are computer-generated and laid out in desktop publishing software, and color printing has become customary. The appearance of the 1993 CLR and this Update are thus very different, and the design of the current report is not intended to match the 1993 report format.

Update to the 1993 CLR Introduction



FIGURE 2. Flat Top Manor looking west. (JMA, 2011)

The first chapter of the 1993 *Moses H. Cone Memorial Park Cultural Landscape Report* features an introduction to the property and the project. The chapter describes the landscape of the Moses Cone property and its history, the objectives for the study, and the project methodology. For the most part, the majority of the information conveyed in the introductory chapter remains pertinent and accurate today.

For example, the 1993 CLR indicates that the specific objectives for the study were:

> . . . to identify, evaluate, and determine appropriate management options for the Cone Estate. [And that] the study collects, presents, and evaluates documentary and field survey findings on the historic characteristics of the landscape. Particular attention was paid to the twenty-four miles of carriage roads on the site, the abandoned apple orchards, and the problems of vegetation management throughout the estate. An earlier Historic Resource Study and Historic

Structure Report focused on the Manor House and other structures on the estate and the history of the Cone family (refer to 1993 CLR, page 8).

In 2012, the majority of the objectives noted in 1993 remain relevant and have been a focus of updated recommendations in this report. One of the key areas of resource management addressed as part of the 1993 CLR—the historic fruit tree orchards—continue to be of critical concern. The orchards have continued to decline over the past twenty years. Many additional trees have been lost and others are in poor health. Both the 1993 CLR and this CLR Update indicate the urgency of conducting restorative efforts before this resource is lost forever. Additionally, the CLR Update emphasizes the critical need for repair, maintenance, and interpretation of many other extant historic landscape features that have declined in condition since 1993. To address the need, the CLR Update offers additional treatment recommendations to supplement the guidance afforded in the 1993 report. In most cases, this information is intended to augment, and not replace, the objectives indicated in the 1993 CLR.

One specific adjustment to the Introduction chapter occurs in the initial paragraph, which indicates the National Register status of the property. The 1993 CLR notes that the Moses Cone property is not listed in the National Register of Historic Places. Based on completion of a National Register nomination concurrently with this CLR Update, it is anticipated that the property will be listed in 2013. The nomination has been reviewed and approved by the park, as well as the North Carolina State Historic Preservation Office, and requires only the final signatures. Information from the nomination has been used in several sections of this document to update the findings presented in the 1993 CLR.



FIGURE 3. The stone bridge crossing the Bass Lake dam outflow. (JMA, 2011)

Update to Chapter One: The Present Landscape

The majority of the information conveyed in the first chapter of the CLR—The Present Landscape—remains accurate and relevant today. Since 1993, there have been several minor modifications to the landscape, which are summarized below:

- The percentage of the property that is forested has likely increased since 1993. The 1993 CLR notes that approximately 90 percent of the estate was forested (refer to 1993 CLR, page 10). It is known that additional fields have been allowed to revert to forest cover since 1993 through secondary succession. The percentage of the property in forest cover today is therefore anticipated to be greater than 90 percent. Although an exact figure has not been calculated, it is likely that an additional 1 to 4 percent of the property is now forested. One of the areas that has experienced the most reforestation is the pasture system on Rich Mountain. The expansion of the forested area, and its impact on views and the design of the carriage drives, need to be identified and considered in current treatment and management plans for the estate.

- Since 1993, a new insect pest has led to the decline and loss of one of the tree species planted by the Cones as part of the evergreen plantations around Bass Lake. Nearly all planted and naturally occurring stands of Canadian and Carolina hemlock (*Tsuga canadensis, T. caroliniana*) (refer to 1993 CLR, page 11) have been killed by the hemlock wooly adelgid (*Adelges tsugae*), a native of eastern Asia introduced into the United States in the 1950s. The small aphid-like insect has slowly spread through eastern forests since its introduction, devastating hemlock populations. The hemlock wooly adelgid feeds on starches stored at the base of the tree's needles, food reserves that are critical for tree growth and survival, leading to decline and mortality of hemlock trees. Only a few hemlock trees survive on the property today; the remaining trees have been kept alive through the application of pesticides by park personnel. Although hemlocks are not recommended for replanting until a way to control the hemlock wooly adelgid is found, consideration needs to be paid to planting replacement trees if the plantations are to be perpetuated.

- As the percentage of the property maintained in forest cover has grown, the number of acres managed for pasture and meadow has decreased (refer to 1993 CLR, page 11). Much of the pasture and meadow loss has occurred due to funding limitations that have diminished the ability of the park to control woody growth through mowing and other means. One of the methods the park uses to maintain the pastures in open vegetative cover is the leasing of land to local farmers for summer grazing or hay production. This practice has decreased since 1993 for several reasons and may continue to decline. This trend and its impact on the cultural landscape is important to note, given the significance of open space as a component of the designed historic landscape that supports connections between the carriage drives and vistas. It also needs to be considered in current treatment and management plans for the estate.

- The 1993 CLR notes that the National Park Service has continued to permit bass and trout fishing within the estate's two lakes since acquiring the property in 1950. At the time the 1993 CLR was written, Trout Lake was in the process of being rehabilitated (refer to 1993 CLR, page 15). The CLR noted that it was not clear at that time whether the National Park Service would continue to stock the lake for fishing. Based on

communication with the National Park Service, Trout Lake was last stocked with trout, and Bass Lake with bass, in the late 1990s. Trout Lake is now known to contain both bass and trout. The presence of bass makes it difficult to keep trout in the lake because the bass will eat the smaller trout. Although fishing continues to be permitted on the property, the banks of Trout Lake are heavily vegetated and finding a comfortable place to stand in order to fish is currently difficult. This land use, and associated management issues, needs to be considered in current treatment and management plans for the estate.

- Since 1993, it has been determined that the bass, and to a lesser extent bluegill, in Bass Lake have high levels of arsenic, cadmium, and selenium due to bioaccumulation from water and sediments that have become contaminated from the residual lead arsenate used as a pesticide in the orchards over a period of approximately forty years during Cone ownership. Bass Lake is located downhill from the orchards and serves as a holding area for precipitation runoff. The levels suggest that limits be placed on the amount of this fish that might be eaten by healthy individuals, and that others avoid eating the fish entirely. Protection of visitors from the threat of eating contaminated fish should be considered in management plans for the estate.

- North American beaver (*Castor Canadensis*) were prevalent throughout the eastern United States before being extirpated by trappers. Beaver were reintroduced in eastern North Carolina in the 1930s, and slowly migrated west. In the early 1990s, the park began to see the first beaver in the area. Although they have been active around both lakes and in association with other watercourses on the estate, the park has successfully managed the activities of the beaver as they relate to cultural and natural resources, rather than removing them. The park conducts management activities such as removing beaver lodges or dam structures that may affect cultural resources, and placing wire mesh cages around trees, such as the sugar maples that edge Bass Lake Road, to prevent them from being impacted by the beaver.

- The 1993 CLR describes the interpretive programming offered on the property at the time as follows: "The NPS distributes a pamphlet outlining the history of the Cone Estate, and there are interpretive signs at the Manor House and Bass Lake Entrance. But none of these give much information on the historical character and significance of the landscape. This aspect of the estate probably plays little or no role in visitors' appreciation of the place." Since 1993, the National Park Service has expanded the interpretive offerings in several ways. Carriages are now exhibited and interpreted in the Carriage House, and interpretive signage has been added in several locations, such as at the entrance at Shulls Mill Road. When completed, the DAMP will guide various new interpretive programming initiatives within the vicinity of the Flat Top Manor House. In many cases, the new interpretive elements focus on cultural landscape features. Interpretive programming also needs to continue to be considered in treatment and management plans for the estate, particularly given the strong relationship between interpretation and cultural landscape management, and the mission of the National Park Service in these two areas.



FIGURE 4. A sign interpreting the Moses Cone property at the intersection of Shulls Mill Road, Colt House Road, and the Trout Lake access road. (JMA, 2011)



FIGURE 5. The summit of Rich Mountain, which affords expansive views of the surrounding Blue Ridge Mountains. (JMA, 2011)

Update to Chapter Two: The Historic Landscape



FIGURE 6. Pee-Gee hydrangea plantings near Bass Lake, circa 1910. Photograph courtesy of National Park Service, Blue Ridge Parkway.

The information provided in the second chapter of the 1993 CLR—The Historic Landscape—is comprehensive, well-researched, and conveys the level of detail necessary to support National Register documentation and significance evaluation and the development of landscape treatment recommendations.

The chapter includes a section that summarizes the sources that were used to compile the historical documentation and how the sources were used. Since 1993, two additional sources have been published that are available to those interested in expanding their knowledge and understanding of the property since circa 1893. These include:

- Neva J. Specht, PhD, Carrie A. Streeter, MA, and Joseph W. Otto, MA, *Historic Furnishings Report for Flat Top Manor, Moses H. Cone Memorial Park, Highlands District, Blue Ridge Parkway, Blowing Rock, and*

North Carolina (Boone, North Carolina: Appalachian State University for the National Park Service, December 2012).

- Philip T. Noblitt, *A Mansion in the Mountains; The Story of Moses & Bertha Cone and Their Blowing Rock Manor* (Boone, North Carolina: Parkway Publishers, Inc., 1996).

Additional new information includes the name of the architect of the Manor House. The 1993 CLR indicates that the name of the architect of the manor house was not known at that time (refer to 1993 CLR, page 59). Today, we understand Orlo Epps to have been the architect of record of the Manor House, and research has revealed information about his education and career that supports an understanding of the manor house within a broader context.

As noted in the 2013 National Register nomination:

> Born in Elkhart, Indiana, in 1864, Orlo Epps moved to Oneonta, New York, at the age of sixteen. He attended Cornell University in Ithaca, New York, graduating in 1887. Epps was thus a part of the first generation of architects schooled in America.[1] Upon graduation from Cornell, and after a brief period of service in the U.S. Army, Epps returned to Oneonta to practice architecture. In 1894, Epps moved to Greensboro, North Carolina, where he served as a professor of mathematics and physics for seven years at the Agricultural and Mechanical College. While in Greensboro, Epps was also a partner in the firm Epps and Hackett, for which he designed buildings including the Foust Building (1891) for the State Normal and Industrial School for Girls, now the University of North Carolina at Greensboro. Epps was also responsible for the designs of the Knights of Pythias Building (1891) and the B. J. Fisher Hotel (1892), in Greensboro. In 1895, the firm of Epps and Hackett was hired by the Cone brothers to design Proximity Mill. In the late 1890s, Epps moved to Washington, D.C., where he was practicing when Moses and Bertha Cone approached him to design their new manor house. His relationship with the Cone family continued to bring Epps commissions, and in 1902, he designed the Cone Export and Commission Building in Greensboro.[2] Epps left Washington in 1905 and returned to Oneonta, New York, where he started a hardware business. In 1908, after a major fire in Oneonta, Epps returned to architectural practice. In 1911 he opened his own office and continued to practice architecture until his death in 1926. During this time he designed a number of buildings in New York State, including the State School of Agriculture in Delhi, New York.[3]
>
> Epps designed the Cone Manor House in the Colonial Revival style, which became popular in the 1880s after national interest in the Colonial period and the early history of the nation was piqued during Centennial celebrations held in Philadelphia in 1876. The style, which sought to revive stylistic components of English architecture of the Georgian period, continued to gain popularity in the 1890s and beyond. Colonial Revival buildings were often characterized by a primary facade with symmetrically balanced windows and an accentuated center door, normally with a decorative crown (pediment) supported by pilasters; doors with overhead fanlights or sidelights; and windows frequently placed in adjacent pairs, and having double-hung sash, usually with multi-pane glazing in one or both sash.[4] Flat Top Manor is characterized by a symmetrically balanced primary facade and an accentuated front door defined by a projecting portico, and paired multi-pane, double-hung windows. A porch complete with ionic columns extends across the main facade of the home. Unlike other early houses of the period in North Carolina that incorporated Neo-Classical or Neo-Colonial

1. Surber and Barber Architects, Inc., *Moses H. Cone Manor House: Historic Structure Report,* 18.
2. Ibid.
3. Ibid., 18–19.
4. Virginia and Lee McAlester, *A Field Guide to American Houses* (New York: Alfred A. Knopf, 2006), 321–326. While it can be argued that the manor house is not a pure example of the Colonial Revival style, it strongly exhibits features of the style and is even more characteristic of the hipped roof without full-width porch principal subtype identified by Virginia and Lee McAlester.

details such as columns, pediments, and Palladian windows, in Queen Anne-style buildings, Flat Top Manor was an early example of the Colonial Revival style.[5]

The 2013 National Register nomination also supports a better understanding of the historic context of Moses H. Cone Memorial Park within the framework of Country Place era properties and scientific agriculture. The nomination considers the property as it relates to Biltmore, Acadia, Reynolda, and other properties of the era within the region and with similar resources, such as carriage drives, and provides information about the social history context of Moses Cone's industrial heritage and family life in Baltimore. As noted in the 2013 National Register nomination:[6]

> The historic district comprised of Flat Top Estate, now Moses H. Cone Memorial Park, is significant at the state level under National Register Criterion A as an example of a Country Place era estate. At Flat Top, Moses Cone established a gentleman's country retreat in the style of those established by American captains of industry of the late nineteenth and early twentieth centuries. The historic district is one of the largest and best preserved country estates in western North Carolina, incorporating a large manor house surrounded by orchards, pastures, meadows, lakes and other constructed water features, roads, and forests.
>
> The historic district is also significant at a state level under National Register Criterion B in the area of industry for its historic association with Moses Cone, who revolutionized textile manufacturing in the South, and particularly in North Carolina, during the late nineteenth century. In partnership with his brother Ceasar, Moses Cone reorganized the marketing of textiles by southern textile mills and introduced the manufacture of denim in the South. The entrepreneurial efforts of Moses Cone during the late nineteenth and twentieth centuries throughout the southeast region affected this industry throughout the country.
>
> The historic district is nationally significant under National Register Criterion C in the area of landscape architecture for the planning of the estate, in particular the extensive network of carriage roads and associated plantings designed by Moses Cone. The carriage roads are among very few such systems in private estates of this period in this country; represent extensive and careful design and planning; and remain nearly intact today. The historic district also includes the Colonial Revival style manor house, significant at the state level in the area of Architecture.[7]

In addition to these areas of significance under National Register Criteria A, B, and C, the 2013 nomination notes the following with regard to potential significance under Criterion D:

> The structures of Flat Top Estate are closely related to the surrounding environment. Archeological remains, such as trash pits, privies, wells, and other structural remains which may be present, can provide information valuable to the understanding and interpretation of the contributing structures. Information concerning land-use patterns, agricultural practices, social standing and social mobility, as well as structural details, is often only evident in the archeological record. Therefore, archeological remains may well be an important component of

---

5. Flat Top Manor was one of the earliest Colonial Revival-style houses built in the state and is certainly the grandest and most fully realized of those that survive (Laura Philips, draft National Register Nomination, citing an oral interview with Catherine W. Bishir, October 8, 2009). Philips also notes that the mountainside setting at Flat Top, where a rustic lodge might be the expected architectural expression, made the Colonial Revival style manor house particularly impressive.
6. The association of the Flat Top Estate Historic District with the Blue Ridge Parkway, and its role as a recreational area along the parkway, were not considered as part of the nomination. The pending National Historical Landmark Nomination currently in development for the Blue Ridge Parkway will address the significance of Flat Top Estate in relation to the Blue Ridge Parkway.
7. Evaluation of significance for the Moses H. Cone Memorial Park included review of the 1993 Cultural Landscape Report, *the Moses H. Cone Manor House Historic Structure Report* prepared by Surber and Barber Architects, Inc. (1996), and a draft National Register nomination developed by Laura Phillips (2010), together with an NPS SERO response to that draft nomination.

> the significance of the structures. At this time very limited investigation has been done to discover these remains, but it is likely that they exist, and this should be considered in any development of the property.

In consideration of the historic events and associations of the Flat Top Estate Historic District, the 2013 National Register Nomination identifies an overall period of significance of 1899–1947. This period of significance encompasses the years of development of the property by Moses Cone, from 1899 until his death in 1908, and the period in which his wife, Bertha, maintained and operated the property, until her death in 1947. The death of Bertha Cone ended the direct connection of the Cones with the estate that they had established and also reflects the end of the property's function as a private country estate and agricultural enterprise.

Information developed for the 2013 National Register Nomination should be used to further inform planning and management for the property.

Additional Historic Photographs

Although the 1993 CLR contains a wealth of historic photographs of the property, the park has collected several additional images not included in the earlier report. As these are of interest in understanding the character of the property during the Cone period, they are reproduced herein for reference (Figure 7 through Figure 22).

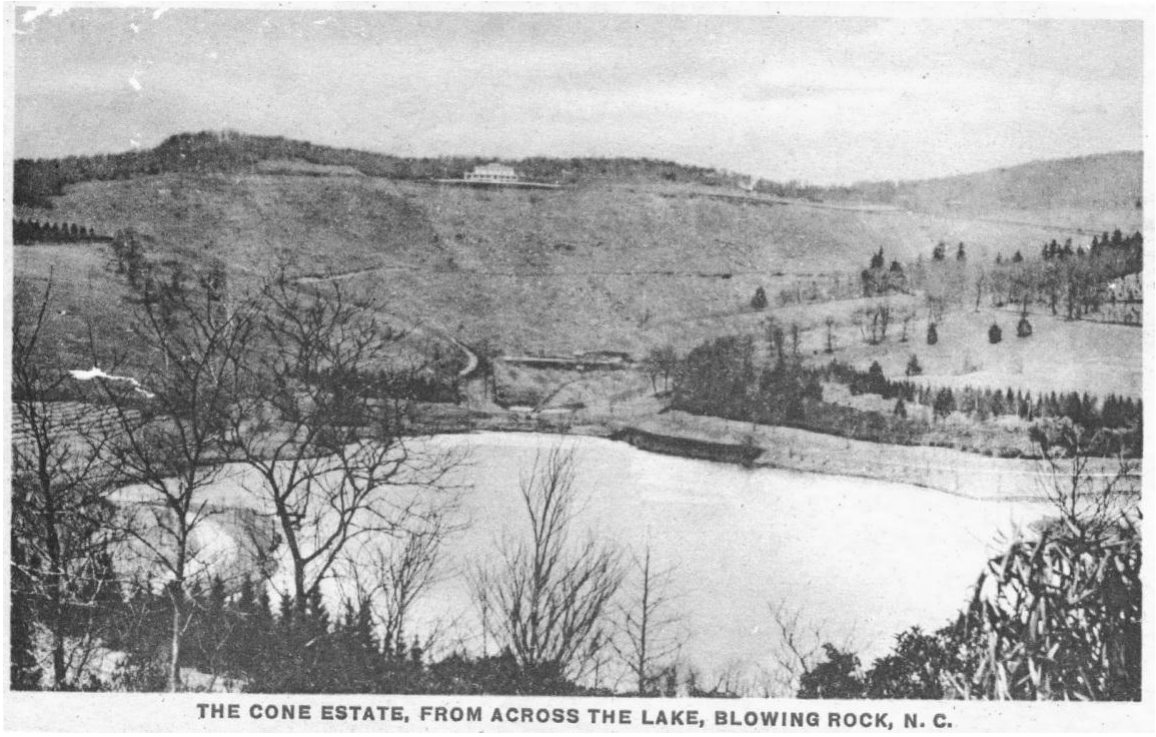


FIGURE 7. The Manor House seen from across Bass Lake. This view is difficult to date due to conflicting information regarding what is visible. The balustrade, completed in 1913, appears below the house, and the heart-shaped pools, completed in 1909, are visible above the lake. However, Bass Lake Road is visible, but appears not to have been planted with a double row of sugar maples, which is thought to have preceded the establishment of the evergreen plantations, which are visible. While Orchard Road, a farm lane, is visible descending the hillside above Bass Lake, the fruit trees associated with Flat Top Orchard, planted circa 1899–1900, are not visible in the photograph. Image courtesy of Blowing Rock Historical Society.



FIGURE 8. View of Flat Top Manor and the approach along the Entrance Road. This photograph predates 1913 when the balustrade was built along the drive in front of the house, and post-dates 1900 when the manor house was completed. Visible in the photography are the rows of fruit trees associated with Flat Top Orchard southeast of the Manor House. Photograph courtesy of National Park Service, Blue Ridge Parkway.



FIGURE 9. Information provided with this postcard reads: "'Flat Top Manor,' 1914–1915. This post card shows the balustrade fence construction in 1913, therefore this photograph postdates Figure 8. Notice the non-white foundation and chimney and the white dormer cheeks. The servant's house directly behind the Manor House is visible, as are the upper and lower carriage roads. The back of this post card reads: 'B 95 Published by the Brown Book Col, Asheville, N.C., Made in U.S.A.' In handwriting: 'From Uncle Aden.'" Image courtesy of Blowing Rock Historical Society.

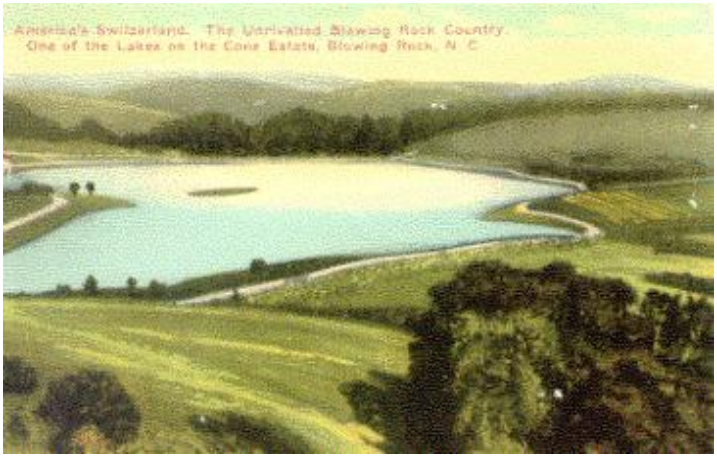


FIGURE 10. Information provided with this postcard reads: "'Cone Estate,' 1907–1915. This post card was probably created from a photograph. It shows the boat house at the far left, and the Pee-Gee hydrangea plantings west of Bass Lake on the far right center thought to have been planted by Bertha Cone after her husband's death in 1908. An entry in the Cone Ledger dated June 15, 1910, states: '324 feet of Oak Lumber for Platform at Boat House . . .,' which could indicate that the boat house was built in 1910, or simply that the platform was rebuilt in 1910. The back of this post card reads 'E.Q. Kropp Co., Milwaukee." Image courtesy of Blowing Rock Historical Society.

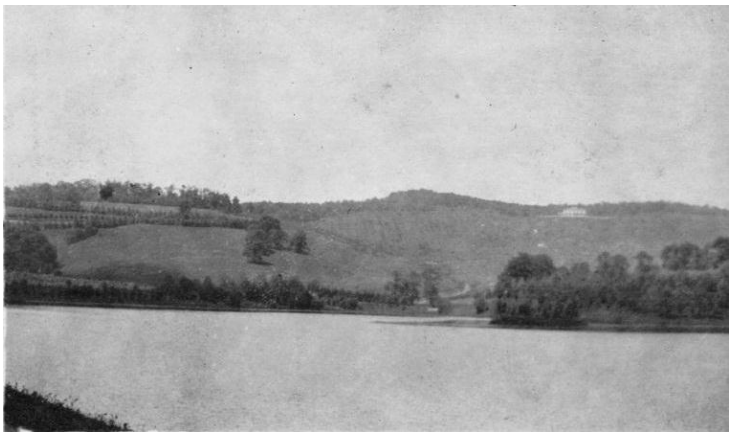


FIGURE 11. Bass Lake, circa 1913s. The character of the landscape in this image appears consistent with that shown in Figure 7. Photograph courtesy of National Park Service, Blue Ridge Parkway.

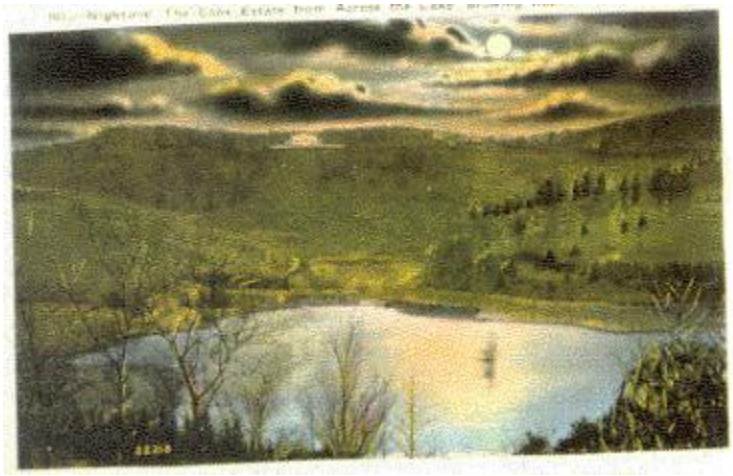


FIGURE 12. Information provided with this postcard reads: "'Nighttime, The Cone Estate, 1915–1930." This post card was printed between 1915 and 1930. It shows the Manor House from the base of Bass Lake with the balustrade, constructed in 1913, clearly visible. The back of this post card reads: 'Pub. by the Asheville Post Card Co., Asheville, N.C.'" Image courtesy of Blowing Rock Historical Society.

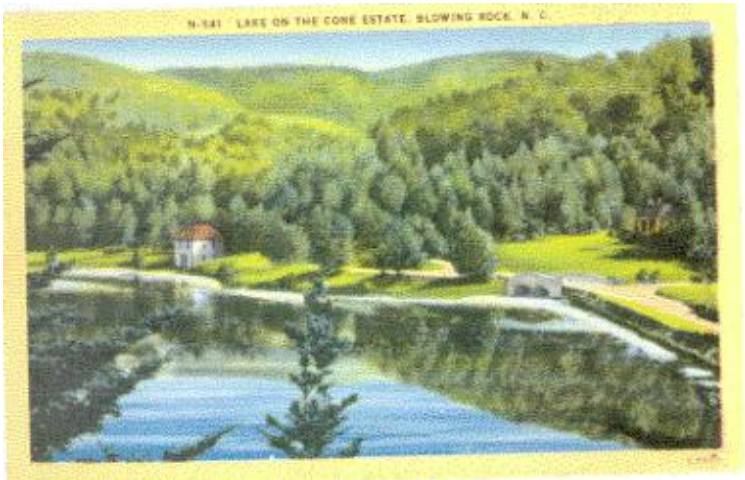


FIGURE 13. Information provided with this postcard reads: "'Lake on the Cone Estate,' mid-1940s. This post card has a finish indicating that it was printed in the mid-1940s. It shows the lake, the boat house (left), the double-arch stone bridge, and one of the dwellings formerly located on the property to accommodate employees (far right). The back of this post card reads: 'Published by the Asheville Post Card Co., Asheville, N.C.'" Image courtesy of Blowing Rock Historical Society.



FIGURE 14. Bass Lake, circa 1915. This image, very similar to Figure 10, appears to postdate that image due to the maturity of the vegetation and greater extent of plantings. Image courtesy of Blowing Rock Historical Society.

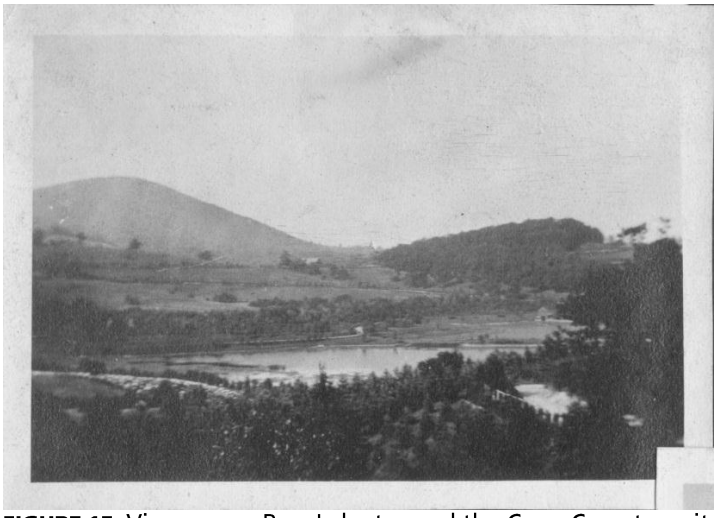


FIGURE 15. View across Bass Lake toward the Cone Cemetery site, possibly from the Yonahlossee Turnpike, looking northeast, circa 1900–1908. Although the plantings appear to be maturing, the 1910 boathouse does not appear in this image, suggesting that it was taken circa 1908. Photograph courtesy of National Park Service, Blue Ridge Parkway.

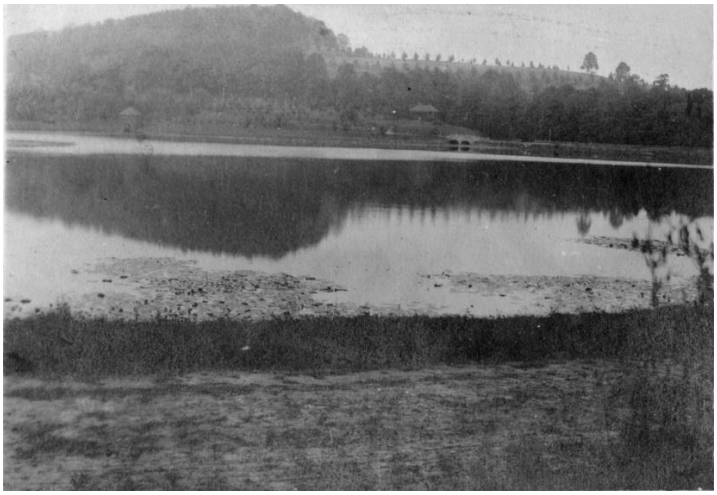


FIGURE 16. Bass Lake looking north, circa 1910. This image shows one of the employee dwellings (center), double arch stone bridge (center, to the right of the barn), and the boat house (left), constructed circa 1910. Photograph courtesy of National Park Service, Blue Ridge Parkway.

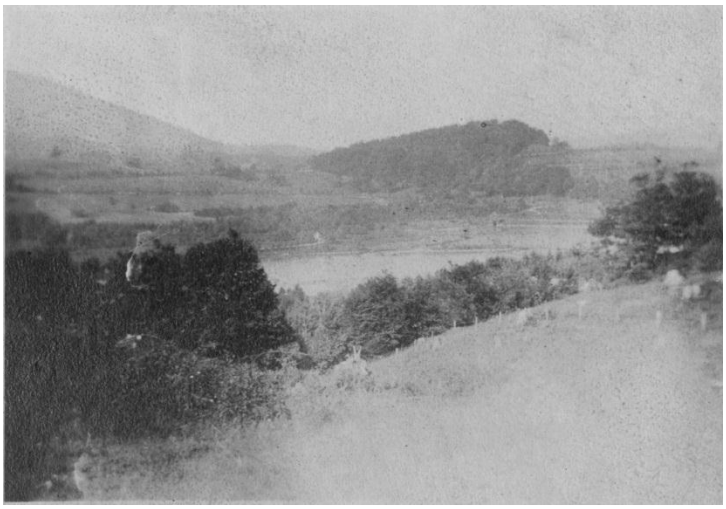


FIGURE 17. View north across Bass Lake, likely from Duncan Road. The boathouse is visible along the lakeshore, center right, circa 1910. Photograph courtesy of National Park Service, Blue Ridge Parkway.



FIGURE 18. View southeast of Bass Lake from the entrance road, with the double arched bridge in the center of the view, circa 1900–1908. Photograph courtesy of National Park Service, Blue Ridge Parkway.



FIGURE 19. Postcard of the entrance to Flat Top Manor Estate from the Yonahlossee Turnpike. At the time the photograph was taken, the gate was not yet installed, circa 1900. Photograph courtesy of National Park Service, Blue Ridge Parkway.



FIGURE 20. Bass Lake entrance showing gate and mature plantings. This view likely dates to the 1940s due to the maturity of the tree plantings. Photograph courtesy of National Park Service, Blue Ridge Parkway.

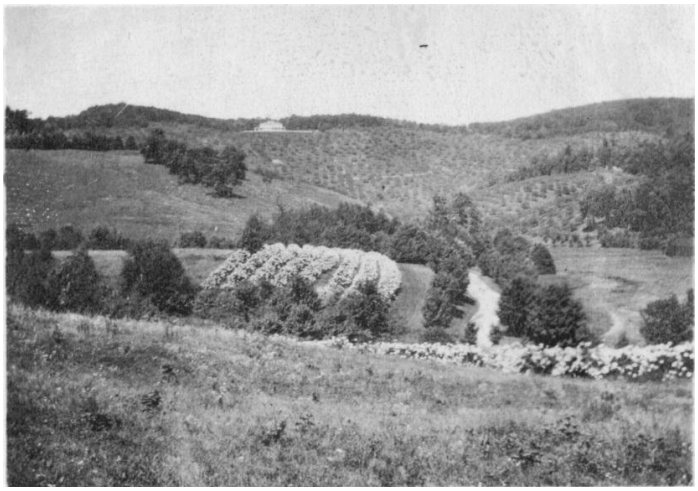


FIGURE 21. Ornamental plantings, including hydrangea beds, near Bass Lake, circa 1908–1910. Bertha Cone is thought to have planted these shrubs after her husband's death in 1908. Photograph courtesy of National Park Service, Blue Ridge Parkway.



FIGURE 22. Trout Lake, circa 1905–1916. Trout Lake was constructed by 1905. In 1916, heavy rains associated with a hurricane washed out the dam. It was not rebuilt until 1952. The photograph illustrates Trout Lake Road as it circumnavigated the lake, two structures, and a dock. Photograph courtesy of National Park Service, Blue Ridge Parkway.

Update to Chapter Three: Changes over Time



FIGURE 23. The monument associated with the graves of Moses and Bertha Cone. (JMA, 2011)

Chapter Three of the 1993 CLR provides information about changes that had occurred on the property between circa 1950, when the National Park Service assumed administrative responsibility for the estate, and the early 1990s (refer to 1993 CLR, pages 69–77). This section of the CLR Update documents any additional physical changes that have occurred since the CLR was completed in 1993.

The two most notable changes that have occurred on the property include the addition of universal accessibility improvements linking the parking area and Flat Top Manor and the carriage house, and the establishment of a new visitor use access road, parking area, trails, and comfort station near Bass Lake. In circa 2000, the park updated circulation in the vicinity of the primary visitor parking area behind Flat Top Manor, and the carriage house and Manor House. The improvements included the addition of a universal accessibility ramp, handrails, and landings to update the walks developed in the 1950s and 1980s in order to meet contemporary federal standards. Adaptive reuse of the carriage house as a restroom facility also required the provision of new accessibility features. Also during the 2000s, the park completed new access features to the Bass Lake environs, building a new access road, parking area, comfort station, and trail system that affords

universal access to the carriage drive that encircles the lake. These improvements enhanced visitor access to one of the most popular parts of the estate. These amenities are used by many local residents for recreation.

While both of these projects have affected the character and composition of the historic landscape, they have improved the experience of visiting the estate for many people. These improvements are consistent with the Secretary of the Interior's "Standards for the Treatment of Historic Properties" that have made "possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values." Goals for projects such as this that may occur in the future will be to consider and limit the physical and visual impact on the historic landscape in their design and construction. Current plans to implement additional interpretive and access improvements to the cultural landscape of the Flat Top Manor environs and Cone Cemetery (Figure 23) should also be consistent with the Secretary of the Interior's Standards for rehabilitation.

Other changes that have occurred on the property since 1993 include a general decline of the fruit tree orchards, and an increase in woodland cover, a decrease in the percentage of the property maintained in fields and meadows, evidence of repair efforts conducted in association with the carriage drives and associated rock walls, and transfer of a 20.2-acre parcel to the city of Blowing Rock for use as a public water reservoir.

Additional discussion and illustration of the features associated with these changes are included below.

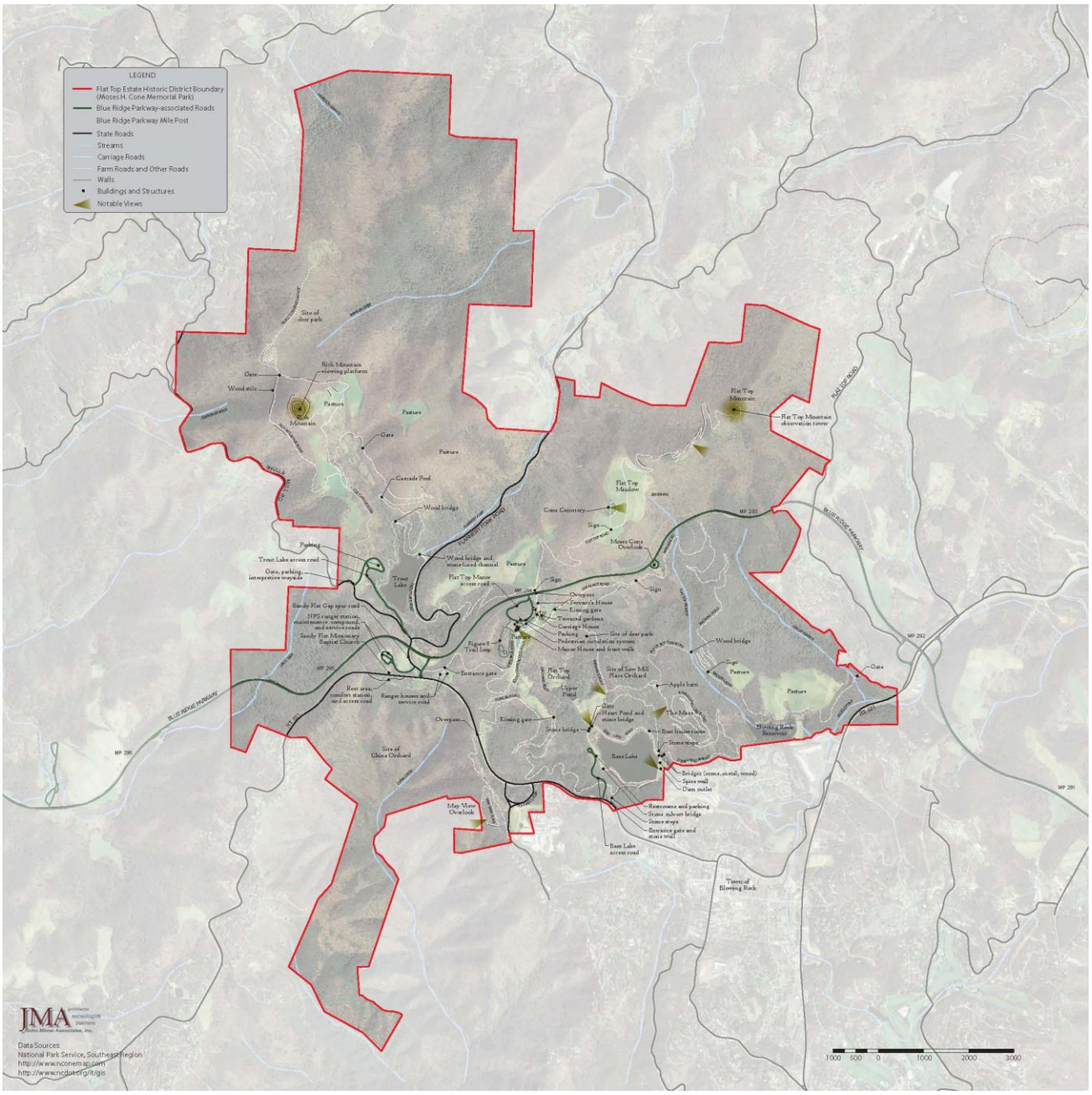


FIGURE 24. Overview map of the Flat Top Estate Historic District. (JMA, 2013)

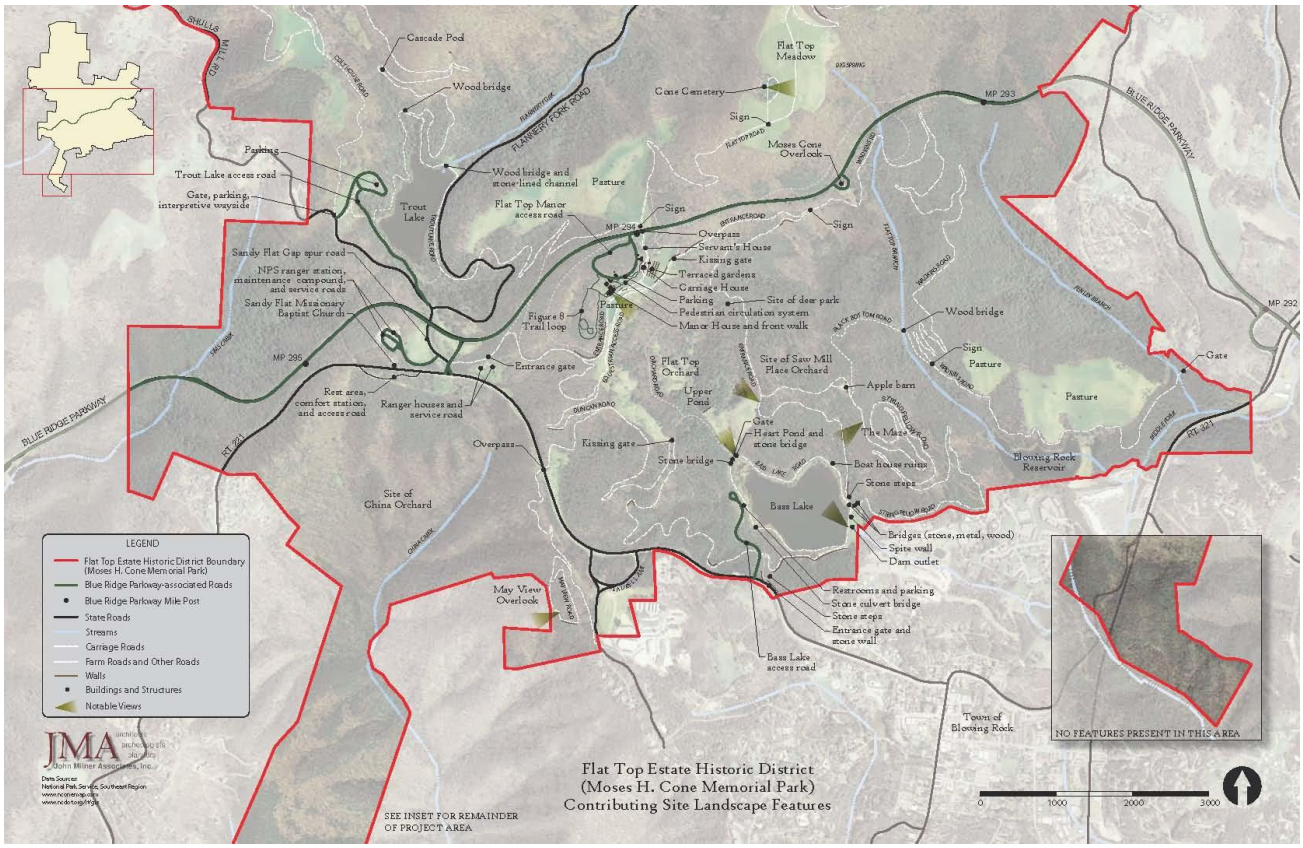


FIGURE 25. Detail of the Moses Cone property showing pedestrian circulation in the vicinity of the Flat Top Manor and Carriage House and the new access improvements west of Bass Lake. (JMA, 2013)

Universal Accessibility Improvements, Flat Top Manor Precinct

At the time the 1993 CLR was written, the Americans with Disabilities Act (1990) was relatively new, and publicly accessible properties were just beginning to adopt strategies for rendering buildings and other resources barrier free. Since 1993, the National Park Service has constructed new wooden ramps and wood and metal handrail systems into the circulation route leading between the parking lot adjacent to the Parkway and the Flat Top Manor house and Carriage House. Many of these improvements were added circa 2000. These ramps are connected to the concrete walks that lead to the eastern side of the manor house from the parking lot. The walks are approximately 6 feet wide, with an exposed aggregate finish. One includes stairs and metal handrails leading down the slope to the manor house from the parking area. Another incorporates stairs and ramped sections, and leads to the carriage house. A more recently added universally accessible concrete walk edged by handrails zigzags down the hill at a consistent gentle grade. Stacked stone tree wells indicate the degree of fill that was used in some places to effect gentle grades for the walks and parking area. A historic stone wall is preserved beneath the universal accessibility ramp behind the carriage house (Figure 26 through Figure 28).

The National Park Service has also installed site furnishings in association with the parking area and the concrete walks for the benefit of visitors. These furnishings include composite and recycled plastic benches, an exposed aggregate drinking fountain, metal trash receptacles, metal fee collection boxes, and interpretive signs composed of fiberglass panels set within metal frames (Figure 29).



FIGURE 26. The new walk, ramp, and handrail system leading to the carriage house. (JMA, 2011)



FIGURE 27. Access improvements associated with the carriage house. (JMA, 2011)



FIGURE 28. An older stair and the accessible concrete walk leading to the manor house. (JMA, 2011)



FIGURE 29. Site furnishings added along the walk for the benefit of visitors. (JMA, 2011)

Bass Lake Parking Area Improvements

Since the publication of the 1993 CLR, the National Park Service has developed new visitor access, parking, and service features in proximity to Bass Lake. The lake is now accessible to the public from a spur road and parking area that arises from U.S. Highway 221 east of Laurel Lane (Figure 30). In addition to the access road and parking area, the National Park Service has developed stone-dust paths, a comfort station, and site furnishings to accommodate visitors. (Figure 31 and Figure 32) The parking lot is often very busy and not large enough to accommodate the number of visitors interested in stopping. The comfort station, which was completed in 2009, is located near the entrance to the present-day public parking area west of Bass Lake off U.S. Highway 221. Other than the restrooms in the carriage house, these are the only public restroom facilities available on the property. The comfort station building was constructed on a concrete masonry foundation, with cellulose fiber-cement (HardiPlank) siding and a hip roof covered by asphalt shingles. Gabled dormers with ventilation louvers are located on the north and south faces of the roof. The two entrance doors are located on the east elevation under a gable-roof porch, and a band of horizontal windows wraps from the front onto each side of the building.



FIGURE 30. View along the access road looking toward the parking area and comfort station near Bass Lake. (JMA, 2011)



FIGURE 31. View toward the front of the comfort station, which faces Bass Lake. (JMA, 2011)



FIGURE 32. View of stone dust path system designed to provide universal access between the parking area and Bass Lake Road. (JMA, 2011)

Apple and Other Fruit Tree Orchards

The 1993 CLR provides a careful inventory of the surviving apple trees on the property and extensive information about their historical value and potential future role in partnerships, visitation, and interpretation (refer to 1993 CLR, page 71). The report does not specifically address the Cone's orchards at Green Park Inn, as they were not under the administrative responsibility of the National Park Service. In the early 1990s, the National Park Service was in the process of exploring options for restoring the property's fruit tree orchards, protecting their significant germplasm, working with universities to document and protect the historic cultivars, and enhancing interpretation of the orchards. Due to the cost and complexity of these plans, few of these options have been implemented, and the orchards have continued to decline since 1993.

The National Park Service continued to maintain the trees through pruning, at least within Flat Top Orchard and portions of Saw Mill Orchard, until the late 1990s. China Orchard has generally been released to succession. Flat Top Orchard has been used to graze livestock since the 1950s. This has helped to maintain the orchard in open vegetation by preventing competition from woody trees. The other orchards, however, are now heavily overgrown.

The 1993 CLR provided an inventory of the trees still living in the orchards (refer to 1993 CLR, pages 80–81). At that time, there were 649 surviving apple trees, including 414 in Flat Top Orchard, 93 in Saw Mill Place, and 122 in China Orchard. An orchard restoration plan prepared in the late 1990s recorded the results of a 1997 inventory: by this time only 230 fruit trees survived, 140 of which were located in Flat Top Orchard. Although the Cones planted thousands of fruit trees, only one-quarter of the trees were planted as permanent orchard trees. The rest were filler trees that grew and produced rapidly, but were intended for removal when the longer-lived permanent trees matured. The total number of permanent trees planted might have totaled approximately 10,000.[8]

The CLR concluded that less than 1 percent of the trees that the Cones planted and about one-third of the trees found during the survey conducted eight years earlier.[9] The surviving trees were particularly threatened by encroachment by woody growth; the healthiest surviving trees were generally located in open or mostly open areas. The report indicates that a restoration program was initiated following the inventory that consisted of pruning, grafting of scion wood from historic apple trees onto purchased rootstock to establish new seedlings, development of a small nursery, and weeding and fertilizing of the nursery and orchard areas. Samples of apple varieties that remained present were also sent to a heritage apple expert, Lee Calhoun, in Pittsboro, North Carolina, for identification. Although these efforts were eventually curtailed due to the costs and complications associated with the endeavor, the National Park Service has continued to entertain proposals for orchard restoration.

Although the exact number of orchard trees that survive today is not known, the number has certainly declined since the late 1990s inventory, and will continue to do so unless further action is taken due to the age of the trees, encroachment of other woody growth, and lack of funding available to maintain the aging specimens.

In 2010, the National Park Service completed testing of the soils associated with the former orchards to address concerns regarding contamination due to the use of toxic chemicals and compounds to control pests and weeds during Cone ownership. As part of the effort, the National Park Service hired a contractor to test for the presence of residual pesticide compounds in the Cone orchards. Samples were collected from the surface and subsurface soil, groundwater, surface water, and sediments for analysis of metals, semi-volatile organic compounds (SVOCs), volatile organic compounds (VOCs) and chlorinated pesticides. The results of laboratory analysis did not report the presence of pesticide compounds in samples collected from surface water, groundwater, stream sediments, and subsurface soils; however, arsenic was detected in surface soils with concentrations above the Soil Remediation Goal (SRG) established by the North Carolina Department of Environment and Natural Resources. Based on the results of the random sampling, the National Park Service concluded that the entire orchard has elevated levels of lead and arsenic, but that the levels do not exceed significant thresholds. The impacts to hikers, apple pickers, and maintenance staff were not considered to present a health hazard to visitors or staff so long as the soil is not ingested or disturbed enough to create dust that could be inhaled.[10]

---

8. Permanent trees were spaced about 30 feet apart so each tree took up 900 square feet. This suggests there would have been about 50 permanent trees per acre. With about 200 acres of orchards, the Cones might have planted 10,000 permanent trees. Bob Cherry, National Park Service, personal communication, September 14, 2013.
9. National Park Service, "Cone Apple Orchard Restoration" (Blowing Rock, North Carolina: National Park Service, 1999).
10. National Park Service, "Cone orchard soils summary thru 2010 Jan." (Blowing Rock, North Carolina: National Park Service, 2010),

Pastures and Meadows

As noted above, the number of acres currently managed in open vegetative cover—lawns, pastures, and meadows—has slowly diminished since 1947. The 1993 CLR estimates that approximately 500 acres were maintained in open vegetative cover during Cone management of the property. By 1993, the area had declined to 228 acres (refer to 1993 CLR, page 73). Open fields continue to be managed by the National Park Service through mowing and the pasturing of livestock using lease agreements by local farmers. However, those areas that are less well suited to pasture and mowing—steep slopes, stony soils, wet areas—remain under constant pressure to revert to woodland cover and more acres have become wooded since 1993, particularly on Rich Mountain. The National Park Service recently worked with a local farmer to remove trees from approximately 1/2-acre of woodland associated with the Rich Mountain pastures, but the trend toward increased woodland cover is likely to continue without vigilant management.

Coniferous Plantations

As noted previously, the wooly adelgid represents a threat to the hemlock stands on the property that was not present in 1993 (refer to 1993 CLR, pages 74–75). Loss of hemlocks is currently occurring throughout the western North Carolina mountains, with devastating results to habitat and water quality. As noted by Firth in the 1993 CLR, Moses and Bertha Cone planted 94 acres of coniferous plantations around Bass Lake between 1900 and the 1920s. White pine was the primary species planted, but they also included small areas of Fraser fir, Norway spruce, and hemlock south of the lake. The Fraser firs have already been lost due to infestations of Balsam wooly adelgid. Although the hemlocks were not the predominant species of the Cones' coniferous plantations, they are native and part of the local flora. Their loss would further diminish the integrity of the plantations.

Lakes and Pools

At the time the 1993 CLR was published, two of the stone-lined pools associated with Cone ownership—the Cascade Pool and the Heart Pool—were indicated as in poor condition and in need of repair (refer to 1993 CLR, page 76). The 1993 CLR notes that some repairs were made to the Heart Pool by the Youth Conservation Corps, but that the pool did not hold water. These two features have been further repaired since 1993 and both are now capable of holding water.

Land Exchange Issues

In December 2012, the National Park Service completed a planned land transfer to the town of Blowing Rock for its water reservoir. Ownership of 20.2 acres of the original Cone estate was transferred to the town of Blowing Rock (Figure 33). In exchange, a 192-acre parcel was donated by the town to the parkway, west of the Flat Top Estate. Possible future land exchange efforts are under consideration for a parcel west of U.S. Highway 221 that would support development of a parking lot to support Charity Horse Show activities.

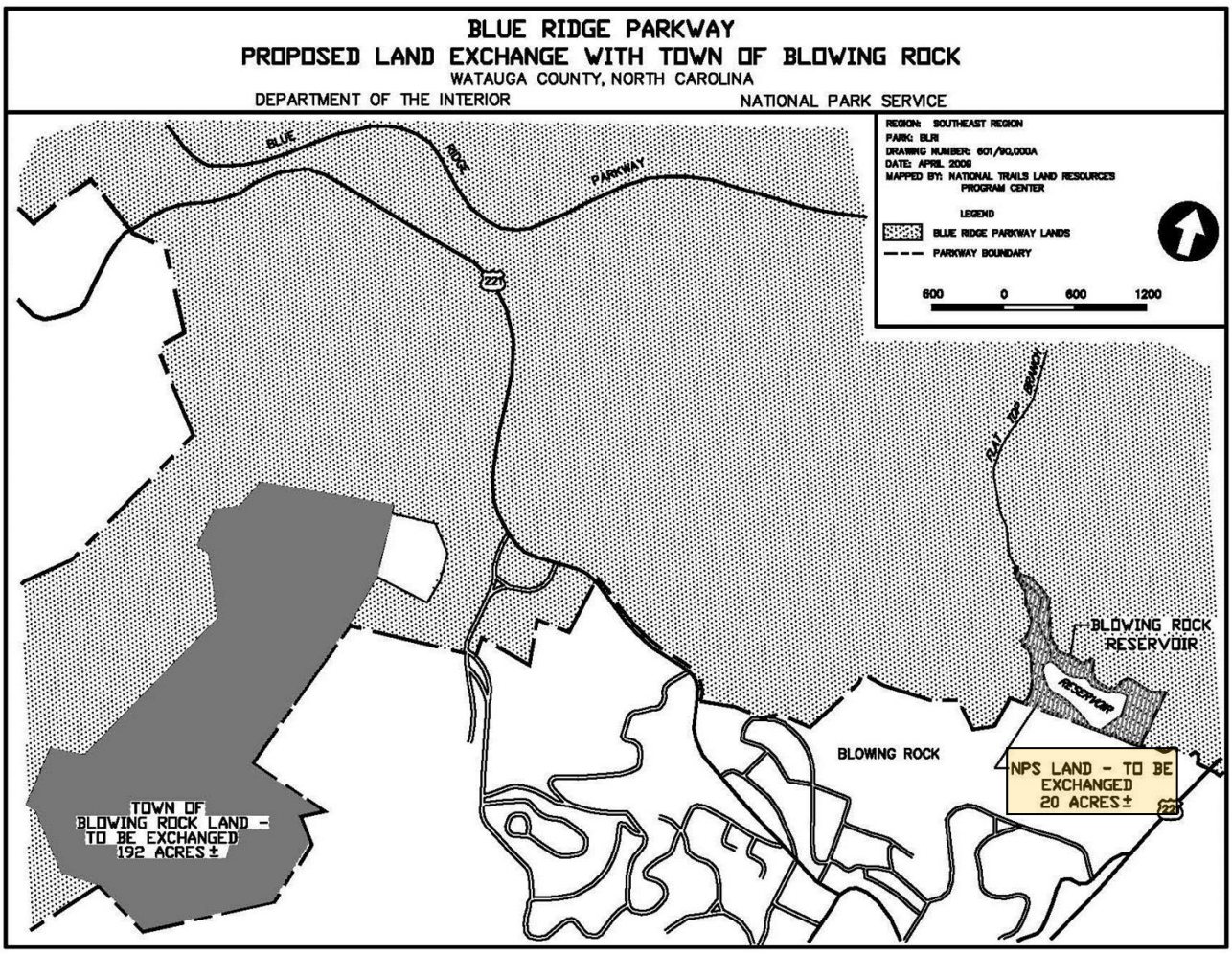


FIGURE 33. Map showing land exchange finalized in December 2012 for the Blowing Rock reservoir. (National Park Service)

Project Management Information System Summary

Other changes to the property since 1993 can be traced to repair and maintenance of historic resources. These efforts have typically been funded based on proposals submitted using the Project Management Information System (PMIS). The PMIS forms can be reviewed to determine the nature of resource management, repair, and alteration, the methods and approach to be taken in completing the work, and the completion date(s) of the efforts. Several proposed projects have not received funding, but remain in the system and may occur in the future should funding become available. The projects already undertaken are described below. The projects that have not yet received funding follow.

Completed PMIS projects

Grade and Resurface Historic Carriage Trails on Moses Cone Estate (PMIS 139686)

Created: November 26, 2007
Cost: $81,977.50
Status: In 2010, it was reported that repair work was performed on approximately 6 miles of carriage drives.

This project was described as cyclical work to preserve, maintain, and provide safe visitor access to the 25-mile network of historic carriage roads on the Moses Cone estate. Specific tasks completed by this project included reshaping road ditches; application of 1,200 tons of crushed stone aggregate; and fine grading of 13,550 linear feet of carriage trail surface relating to Trout Lake Road carriage drive.

Repair Historic Stone Walls on Moses Cone Estate (PMIS 119279)

Created: October 21, 2005
Cost: $227,249.39
Status: This work was recorded as completed on October 18, 2010.

This project entailed repair and restacking of 1,400 linear feet of stone wall along Rich Mountain Road. Because the extent of the repairs needed was greater than originally anticipated, the work focused on a shorter segment than planned. The repairs consisted of dismantling the wall, excavating a 3-foot-wide footing, applying a 6-inch deep base of compacted stone, and restacking the dry laid wall in accordance with its historic character.

Rehabilitate the Historic Moses Cone Estate (PMIS 89642)

Created: April 24, 2002
Cost: $49,980
Status: Phase one of this project was completed by September 30, 2007, and phase two was completed by September 30, 2008.

This project involved the use of Student Conservation Association (SCA) resource assistants to help with the repair of historic structures, trails, and carriage roads at Moses H. Cone Memorial Park. Specific efforts focused on grading and shaping carriage drive corridors including the shoulder and side drainage features, spreading crushed stone aggregate, pointing the stone headwalls of culvert features, cleaning out culvert pipes, replacing loose stones, and removing debris along Deer Park Road, Flat Top Road, Bass Lake Road, and Trout Lake Road.

Expanded Testing of Lead/Arsenic Contaminated Soils and Apples in the Moses Cone Orchards (PMIS 90571)

Created: October 8, 2002
Cost: $29,550
Status: This project was completed by April 7, 2006.

In response to state regulations, the National Park Service tested the soils and apples produced in the Moses Cone orchards to determine the levels of hazardous substances and their potential effects on drinking water, human food chain organisms, and other exposure pathways that might affect human health. Soil samples were collected from fifteen locations within the historic orchards. Preliminary soil testing conducted in 2001 during a Level II Environmental Site Assessment showed these sites to have lead and/or arsenic levels above the EPA Region 9 residential Preliminary Remediation Goals (PRG). The impact of contaminated soils on the ponds located downhill from Flat Top Orchard was also of concern. Sampling data was designed to help determine whether these sites were safe for visitor activity and whether clean-up of the sites was needed. Apples were collected and sent to a laboratory for analysis to determine if they were safe for consumption or contaminated with lead and arsenic.

The Cone orchards were in operation during the late 1800s through the early 1950s when chemical use was highly popular for the control of agricultural insect pests and diseases. As a result, many of these historic areas were contaminated with highly toxic chemicals, such as lead and arsenic, which will persist indefinitely in the environment.

In 2001 a Level II Environmental Site Assessment was conducted on the Moses Cone Memorial Park on the Blue Ridge Parkway. Soil samples were collected from thirty-four sites and tested for heavy metal, pesticide, and herbicide contamination. These samples were taken at locations where it was felt contamination would most likely have occurred, such as the barns and mixing sites. Although water samples were collected from four additional sites, none exceeded laboratory Method Detection Limits.

Arsenic levels in the soil samples from the three orchards of Cone Park averaged 31, 35, and 43 ppm, with twelve of the readings above the EPA Region 9 residential Preliminary Remediation Goals (PRG) of 22 ppm. Readings for the thirty-four samples ranged from 2.5 ppm to a high of 242 ppm.

Lead levels in the three orchards averaged 152, 181, and 530 ppm. Only Saw Mill Place Orchard at 530 ppm exceeded the EPA Region 9 residential PRG of 400 ppm for lead. Five sample sites in this orchard exceeded the PRG levels, with the highest sample reading 2,100 ppm. Two of these sites also had excessive arsenic levels.

The results of the 2002 test indicated that "No apple exceeded detectable levels and so [the apples] are considered safe to eat."[11] Fish were also sampled. In Bass Lake the bluegills showed no arsenic contamination, but the largemouth bass had high levels (92 ppm) of arsenic, but not lead, in their tissues. The Environmental Protection Agency advises that people should eat no more than three meals of fish at this level per month (pregnant women, nursing women, and children under 15 should eat none of the fish). There were also levels of concern in the bass for cadmium and selenium. As noted above, sampling suggests that there is low level contamination throughout the orchards, including elevated levels of lead and arsenic, but that the levels do not pose a health hazard to visitors or staff. [12] The greatest health hazard involves the ingestion of

11. National Park Service, "Cone orchard soils summary thru 2010 Jan." (Blowing Rock, North Carolina: National Park Service, 2010).
12. Ibid.

contaminated soils. Informational signs have been posted near several orchard access points to warn visitors about the danger.[13]

In September 2002 the Parkway received a letter from the North Carolina Department of Environment and Natural Resources (NCDENR), Inactive Hazardous Sites Branch, concerning this contamination. The NCDENR requested that further testing of the soil and apples be conducted, and a plan for remediation be implemented as needed. Visitor access to the orchards was to be restricted should the tests indicate the presence of hazardous chemicals and compounds. Signs have already been posted at accesses to the orchards advising people to not consume any apples from the orchards. Moses H. Cone Memorial Park is heavily used by visitors, with hiking and horse trails throughout the orchards. Many local families collect apples from the orchards for eating, baking, and canning. Visitors and employees have regularly collected apples as they walk or work around the estate. Parkway employees have been working to restore the historic orchards, including grafting and planting seedlings. Further soil testing is needed to determine what mitigation actions are necessary to ensure the safety of the public and staff.

Funding is needed to conduct additional soil testing at the previously identified sites with excessive lead and arsenic levels.

Soil sampling and site mitigation at Moses Cone Orchards (PMIS 114539)

Created: January 5, 2005
Cost: $55,000
Status: This project was completed by September 30, 2007.

This project was a continuation of earlier projects, including the PMIS statement described above (Expanded Testing of Lead/Arsenic Contaminated Soils and Apples in Moses Cone Orchards, PMIS 90571).

Following the testing project described above, the Blue Ridge Parkway continued to work with the NCDENR and Weston Solutions to test for contaminated soils and to mitigate contaminated sites in the historic orchards. Preliminary soil sampling indicated the presence of several contaminated sites. As part of an Administrative Agreement with the state, the park was advised to continue to sample soil and water at previously identified hotspots to determine the extent of the contamination, and at random locations elsewhere in the orchards using a 50-foot grid. Depending on how extensive the contamination was found to be, the park planned either to clean up the contaminated sites, or to implement use restrictions to protect employees and visitors and complete a Remedial Action Plan as required by the Administrative Agreement with NCDENR.

Through this project, the extent of contamination was identified, including previously discovered hotspots and other sites; mitigation measures were initiated focusing on use restrictions to ensure employee and visitor safety; and draft Remedial Investigation and Remedial Action plans were prepared.

Perform Cyclic Repairs to Historic Bridges on the Moses Cone Estate (PMIS 95549)

Created: January 30, 2003
Cost: $24,498
Status: A 2005 report indicates that the repair work was performed by historic preservation staff.

This project entailed preservation of four bridges associated with Bass Lake Road as significant historic resources, as well as safety inspection and repair. The preservation repairs involved restoring the appearance

13. National Park Service, "Cone Orchard Soil History," February 18, 2010.

of the deteriorated features and preserving their appearance and function by cleaning and repointing masonry joints and resetting loose stones on Lake Trail Bridge no. 1; cleaning and pointing masonry joints, resetting loose stones, repairing stone abutments, and replacing deteriorated decking timber on Lake Trail Bridge no. 2; and cleaning and repointing masonry joints and resetting loose stones on Lake Trail Bridges no. 3 and no. 4. Because these bridges are used to convey National Park Service maintenance vehicles, the structural integrity and stability of the bridges is regularly inspected to support both routine and emergency maintenance tasks.

PMIS Projects Not Yet Funded

Perform Grading and Resurfacing of Carriage Trails on Moses Cone Estate (PMIS 131280)

Created: December 4, 2006; updated January 30, 2009
Cost: $133,545
Status: This project appears not to have been funded, and no work has been conducted to date.

This project would focus on the Rich Mountain and Flat Top road carriage drives. It would entail the application of crushed stone aggregate; cleaning of drainage culverts; grading and contouring of 7.3 linear miles of road surface and associated ditch lines; and repointing of stone headwalls.

Perform Grading and Resurfacing of Black Bottom and Watkins Carriage Trails on Moses Cone Estate (PMIS 139687)

Created: November 26, 2007; updated November 3, 2008
Cost: $106,125
Status: This project appears not to have been funded, and no work has been conducted to date.

This project is similar to that described above, but would be applied to the Watkins and Black Bottom road carriage drives.

Rehabilitate the Bass Lake Carriage Trail on the Moses Cone Estate (PMIS 95551)

Created: January 30, 2003
Cost: $35,330
Status: This project appears not to have been completed.

This project would address replacement of under-road culvert pipes, regrading of shoulders and ditch lines, repair of erosion, and reconstruction of drop inlets and culvert headwalls associated with Bass Lake Road carriage drive. The project is recommended because deterioration of drainage devices has resulted in a poorly functioning drainage system that is causing damage in the form of erosion, ponding of storm runoff, clogged ditch lines, and rutted, uneven walking surfaces. The existing 6 inch clay tile drainage pipe has collapsed in many areas and is not adequate to carry storm drainage. Ditch lines have silted-in over the years and need to be regraded. Shoulder areas have eroded due to poor contouring, and need reshaping and reseeding to establish a good turf that will not erode. The poorly functioning drainage system of this trail has resulted in plugged culverts which, in turn, impound storm water and create difficult access, especially during periods of rain. These conditions have resulted in a rutted and uneven trail surface that affects the experience of the large numbers of pedestrian visitors to this popular area. This project will correct drainage problems and mitigate these safety concerns.

Repair Deteriorating Historic Stone Walls on Moses Cone Estate (PMIS 147515)

Created: December 2, 2008
Cost: $170,206.31
Status: This project appears not to have been completed.

This project may relate to the funded project described above for repair of historic stone walls on Rich Mountain (Repair Historic Stone Walls on Moses Cone Estate, PMIS 119279), or may relate to other walls along the road. As with the completed project, the repair of the stone walls is described as involving the dismantling of deteriorated sections of wall, excavation of footings, and application and compaction of crushed stone base material, followed by reconstruction of the stone walls in same locations utilizing original stone and adhering to the same historic dimensions and character. This methodology is generally consistent with the approach recommended in the 1993 CLR (refer to 1993 CLR, page 100).

Develop an Orchard Management plan for the Moses H. Cone Memorial Park (PMIS 18923)

Created: June 29, 1998
Cost: $30,000
Status: This project does not appear to have been initiated.

This project suggests that an Orchard Management Plan be developed to identify high priority areas for orchard restoration and to recommend appropriate apple varieties to use and plant. The project description was updated in 2009 to suggest the use of cooperative agreements with Appalachian State University, including working with the Sustainable Development graduate and undergraduate programs to determine the availability of historic varieties of apples and to propose areas of potential restoration.

The project description recognizes that the entire 200 acres of Flat Top Orchard cannot be restored and that such a plan will support the interpretive value of restoring a portion of the orchard, or orchards, possibly including portions of Saw Mill Place where trails edge the plantings. The plan could also identify the management logistics and prioritize the elements of the project.

Update to Chapter Four: Historical Significance



FIGURE 34. Stringfellow Road edged by tree plantings, one of the designed landscape elements of the Cone Estate. (JMA, 2011)

At the time the 1993 CLR was completed, the Moses H. Cone Memorial Park was not listed in the National Register of Historic Places. In support of the preparation of appropriate treatment recommendations, without the benefit of a National Register significance evaluation, the 1993 CLR includes a preliminary evaluation of the likely significance of the property in accordance with National Register criteria. The CLR notes that the property is significant under Criterion A, B, C, and D of the National Register of Historic Places:

> . . . because it embodies the distinctive characteristics of a Country Place Era estate, and it possesses high artistic values. It is also significant for its association with the life of Moses Cone, who made an important contribution to the development of the textile industry in the South. The apple orchards in the park are associated with an early phase in the development of commercial orchards and are likely to contain important genetic resources, namely rare apple cultivars (refer to 1993 CLR, page 82).

The significance of the property is also placed into a framework of historic contexts in order to compare the property to others with a similar history and with similar resource types. These contexts include Country Place era estates, Moses Cone's life as a leading Southern textile manufacturer, and the genetic resources of the fruit orchards.

The work conducted to prepare the 1993 CLR has been expanded since 2007 through the preparation of a completed National Register nomination for the estate. The nomination submitted to the Keeper in 2013 for signature describes the significance of the property as follows:

> The historic district comprised of Flat Top Estate, now Moses H. Cone Memorial Park, is significant at the state level under National Register Criterion A as an example of a Country Place era estate. At Flat Top, Moses Cone established a gentleman's country retreat in the style of those established by American captains of industry of the late nineteenth and early twentieth centuries. The historic district is one of the largest and best preserved country estates in western North Carolina, incorporating a large manor house surrounded by orchards, pastures, meadows, lakes, and other constructed water features, roads, and forests (refer to Figure 34).
>
> The historic district is also significant at a state level under National Register Criterion B in the area of industry for its historic association with Moses Cone, who revolutionized textile manufacturing in the South, and particularly in North Carolina, during the late nineteenth century. In partnership with his brother Ceasar, Moses Cone reorganized the marketing of textiles by southern textile mills and introduced the manufacture of denim in the South. The entrepreneurial efforts of Moses Cone during the late nineteenth and twentieth centuries throughout the southeast region affected this industry throughout the country.
>
> The historic district is nationally significant under National Register Criterion C in the area of landscape architecture for the planning of the estate, in particular the extensive network of carriage roads and associated plantings designed by Moses Cone. The carriage roads are among very few such systems in private estates of this period in this country; represent extensive and careful design and planning; and remain nearly intact today. The historic district also includes the Colonial Revival style manor house, significant at the state level in the area of Architecture.[14]
>
> The structures of Flat Top Estate are closely related to the surrounding environment. Archeological remains, such as trash pits, privies, wells, and other structural remains which may be present, can provide information valuable to the understanding and interpretation of the contributing structures. Information concerning land-use patterns, agricultural practices, social standing, and social mobility, as well as structural details, is often only evident in the archeological record. Therefore, archeological remains may well be an important component of the significance of the structures. At this time very limited investigation has been done to discover these remains, but it is likely that they exist, and this should be considered in any development of the property.[15]

The nomination augments the Country Place era context study developed as part of the 1993 CLR (refer to 1993 CLR, pages 82–86), the life of Moses Cone (refer to 1993 CLR, pages 86–87), and the understanding of the value of the genetic resources associated with the apple orchards (refer to 1993 CLR, pages 87–88).

---

14. The evaluation of significance for the Moses H. Cone Memorial Park included review of the Cultural Landscape Report for the property prepared by Ian Firth (1993); the Historic Resource Study prepared by Barry M. Buxton (1987), which included a brief draft National Register narrative (undated, no author given) as an appendix to the HRS report; and the Moses H. Cone Manor House Historic Structure Report prepared by Surber and Barber Architects, Inc. (1996). Also reviewed was a draft National Register nomination developed by Laura Phillips (2010), together with comments provided by NPS SERO in response to that draft nomination. The findings of the above studies were considered in conjunction with the guidance afforded in several National Register bulletins, including *How to Apply the National Register Criteria for Evaluation* (Washington, D.C.: Department of the Interior, 1995); and Linda Flint McClelland, National Park Service, and J. Timothy Keller, Genevieve P. Keller, and Robert Z. Melnick, Land and Community Associates, *Guidelines for Evaluating and Documenting Rural Historic Districts* (Washington, D.C.: National Park Service, 1989; revised 1999).
15. Deborah Slaton et al., National Register nomination "Flat Top Estate" (2013), 36.

The association of the Moses H. Cone Memorial Park with the Blue Ridge Parkway, and its role as a recreational area along the parkway, were not considered as part of the 2013 nomination. A National Historical Landmark Nomination currently in development for the Blue Ridge Parkway will address the significance of Flat Top Manor in relation to the Blue Ridge Parkway.

Update to Chapter Five: Management Strategies



FIGURE 35. One of the property's stacked stone walls. This wall edges Duncan Road near its intersection with Bass Lake Road. It is one of the designed landscape features established by the Cones using native materials to connect the estate with the natural mountain environment. To meet the guidelines of the Secretary of the Interior's "Standards for the Treatment of Historic Properties," this contributing structure should be repaired, rather than replaced, should its condition deteriorate, and the original materials, features, finishes, and construction techniques preserved. (JMA, 2012)

Federal guidance regarding the appropriate treatment for historic properties likes the Moses Cone Estate has evolved substantially since the 1980s, particularly in regards to historic landscapes. At the time the Moses Cone CLR was prepared, preservationists and site managers followed the direction afforded in the Secretary of the Interior's *Standards for the Treatment of Historic Properties* published in 1979. Throughout the 1980s, the Department of the Interior, in particular the National Park Service, slowly began to consider how to integrate historic and cultural landscapes into preservation practice. In 1995, the Secretary of the Interior's Standards were revised. The new version was accompanied by *Guidelines for the Treatment of Cultural Landscapes* in 1996. Because the Moses Cone CLR predates this new guidance, the preservation and management strategies included in the document are not consistent with today's approach. The CLR

indicates that at that time there were seven preservation strategies related to preservation of buildings and archeological sites, which were considered for their application to landscape (refer to 1993 CLR, page 89):

- Acquisition
- Protection
- Stabilization
- Preservation
- Rehabilitation
- Restoration
- Reconstruction

Specifically, the 1993 CLR comments on how these approaches relate to biotic cultural resources as one example of how the strategies might be used in support of landscape preservation.

Firth also notes that for landscapes there are two additional alternatives that must be considered when addressing biotic cultural resources: 1) release and 2) replacement. (See also Ian Firth, *Biotic Cultural Resources: Management Considerations for Historic Districts in the National Park System*, Atlanta, Georgia: National Park Service, 1985.)

While the 1993 CLR offers strategies for vegetation management that remain valid and of interest to park managers, this chapter of the CLR Update offers an update of the overarching management strategy of the site that will reflect the framework of the 1996 *Guidelines for the Treatment of Cultural Landscapes.* Under current guidelines, the treatment approach options are limited to the last four listed above: preservation, rehabilitation, restoration, and reconstruction.

The most recent version of the Secretary of the Interior's *Standards for Historic Properties* recognizes these four treatment approaches for historic properties as forming "the philosophical basis for responsible preservation practice and enable[ing] long-term preservation of a landscape's historic features, qualities, and materials."[16] The approaches are defined as follows:

> **Preservation:** the act or process of applying measures necessary to sustain the existing form, integrity, and material of a historic property. Includes stabilization work, where necessary, as well as ongoing preservation maintenance and repair of historic materials and features.
>
> **Rehabilitation**: the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values.
>
> **Restoration**: the act or process of accurately depicting the form, features, and character of a property as it appeared at a particular period of time by removing features from other periods in its history and reconstructing missing features from the restoration period.
>
> **Reconstruction**: the act or process of depicting, by means of new construction, the form, features, and detailing of a non-surviving site, landscape, building, structure, or object for the purpose of replicating its appearance at a specific period of time and in its historic location.

16. Kay D. Weeks and Anne E. Grimmer, *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings* (Washington, D.C.: U.S. Department of the Interior, National Park Service, Cultural Resource Stewardship and Partnerships, Heritage Preservation Services, 1995). See also Robert R. Page, Cathy A. Gilbert, and Susan A. Dolan, *A Guide to Cultural Landscape Reports; Contents, Processes, and Techniques* (Washington, D.C.: Department of the Interior, 1998), 82.

Based on review of these approaches and their definitions, the most appropriate for the Moses H. Cone Memorial Park appears to be rehabilitation, which will allow continued change on the property to support such critical needs as interpretation and visitor access. Current preservation practice suggests that one overarching approach be selected for a property whenever possible.

In the 1993 CLR, however, each of the primary resource types within the property is individually considered, and a strategy is selected for each. For example,

- The CLR recommends that the **carriage drives** be partially and selectively restored, the associated stone walls (refer to Figure 35) and drainage structures repaired, and the **planted vegetation** and its role in the design of views and the carriage drive be preserved (refer to 1993 CLR, pages 91–92).

- The CLR recommends that the **orchards** undergo "selective preservation and restoration plus some release and replacement" (refer to 1993 CLR, page 93).

- The CLR recommends that the **pastures and meadows** be selectively restored based on the viability of ongoing maintenance (refer to 1993 CLR, page 94).

- The CLR recommends that the **lakes and ponds** be restored (refer to 1993 CLR, page 95).

- The CLR recommends that the historic **setting around the manor house** be selectively restored, with specific features identified as potential candidates for partial reconstruction as part of an interpretation program (refer to 1993 CLR, page 95).

The 1993 CLR also includes additional specific treatment approach and recommendation information for additional conditions and resources located on the property. This has been considered in the framing of the chapter that follows.

The blending of approaches suggested by the 1993 CLR is not consistent with the contemporary methodology for cultural landscape treatment, particularly in its application by the National Park Service. More typical is the selection of a single overarching approach for the landscape as a whole, which can sometimes be supported by specific treatments by area or type as needed.

In support of this goal to develop a single overarching approach, as noted above, the CLR Update recommends that the treatment approach of ***rehabilitation*** be applied to the site as a whole. Rehabilitation will support current management needs and objectives of the National Park Service, including enhancing interpretation and updating circulation and visitor access in the vicinity of the Manor House.

In considering the viability of other approaches, ***preservation*** appears overly restrictive because it does not allow for changes to the landscape to accommodate contemporary needs such as universal accessibility and interpretive programming enhancements. ***Restoration*** and ***reconstruction*** are also not viable options because they assume, as a prerequisite, that sufficient documentation exists to accurately portray the property during the period of significance and would require an investment of time and financial resources that is neither available nor sustainable.

Under rehabilitation, specific treatments and actions should be compared with the Secretary of the Interior's Standards for rehabilitation for historic properties. The ten basic principles that comprise the standards are intended to help preserve the distinctive character of a site while allowing for reasonable change to meet new needs. The standards (36 CFR Part 67) apply to historic properties of all periods, locations, sizes, conditions, and uses. These standards create a baseline of guidance to which intended changes to the historic landscape

must be compared. These standards are neither technical nor prescriptive, but promote responsible preservation practices as follows:

- A property will be used as it was historically, or be given a new use that requires minimal change to its distinctive materials, features, spaces, and spatial relationships.
- The historic character of a property will be retained and preserved. The removal of distinctive materials or alteration of features, spaces, and spatial relationships that characterize a property will be avoided.
- Each property will be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or elements from other historic properties, will not be undertaken.
- Changes to a property that have acquired historic significance in their own right will be retained and preserved.
- Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.
- Deteriorated historic features will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture, and, where possible, materials. Replacement of missing features will be substantiated by documentary and physical evidence.
- Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
- Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
- New additions, exterior alterations, or related new construction will not destroy historic materials, features, and spatial relationships that characterize the property. The new work will be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environment.
- New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

These have been considered in the development of the treatment plan chapter that follows.

Update to Chapter Six: Recommendations



FIGURE 36. View south toward Blowing Rock from the Flat Top Manor porch. (JMA, 2011)

Introduction

Cultural Landscape Reports are flexible documents that offer a range of information to support the particular needs of a client or a project. Cultural Landscape Reports are composed of three parts. Part 1 addresses the historic development, existing conditions, and analysis and evaluation of the property. Part 2 is the treatment plan. Treatment plans can range from simple guidelines and narrative recommendations, to detailed site design concepts and illustrative plans, diagrams, and other conceptual images and ideas for future development and management of the property. Part 3 is a record of work conducted on a historic property. The 1993 CLR for the Moses Cone property encompassed both Part 1 and Part 2. This CLR Update provides

a summary of preservation and repair efforts that have been conducted in association with the property's historic resources based on the information that is available in past PMIS project reports. As such it provides the foundation for a Part 3 CLR. The chapter that follows updates the 1993 CLR treatment plan. It has been developed through review and evaluation of the 1993 CLR as well as the Draft DAMP currently under consideration by the Parkway. As the Parkway moves forward with the DAMP, it is recommended that any changes to the landscape be documented in support of preparing a Part 3 CLR for the Moses H. Cone Memorial Park.

The updated treatment plan that follows is intended to achieve two purposes. The first is to convey a full complement of treatment recommendations that integrate information developed for the 1993 report with current conditions and goals. The second is to facilitate the current planning and design process being undertaken by the National Park Service—the DAMP—to improve visitor access, circulation, and interpretation in the vicinity of the Flat Top Manor House.

Overview of Approach to Updating 1993 Treatment Recommendations

In September 2012, the CLR Update project team, including National Park Service personnel from the parkway and regional office as well as representatives of WJE and JMA, convened by conference call to review the treatment recommendations included in the 1993 CLR. The goal of the conference call was to:

1. Review the 1993 CLR treatment plan to determine what has been accomplished to date by the Parkway to address the recommendations made therein.

2. Discuss to what degree the 1993 treatment recommendations remain relevant today and should continue to be considered for action in the future.

3. Identify with the Parkway what additional cultural landscape management, interpretation, and treatment goals and objectives should be addressed by the CLR Update.

The team used the conference call to carefully review of each of the primary treatment recommendations included in the 1993 report and render decisions about which topics should serve as the focus of the CLR Update treatment plan. The result is the treatment recommendations section that follows. These recommendations are presented by topic. They address the property as a whole, and blend the strategies presented in the 1993 CLR that continue to pertain to landscape resources with updated needs. These recommendations do not entirely replace the 1993 CLR, making reference to detailed repair and preservation strategies in the 1993 document on occasion, but provide sufficient information to serve as a stand-alone planning document that is intended to be succinct and easy to follow. These recommendations generally suggest specific actions—the "what"—rather than the methods to be conducted in achieving the actions—the "how."

Review of the Developed Area Management Plan (DAMP)

In order to address current parkway planning goals and management objectives, the CLR Update team reviewed the available drafts of the Developed Area Management Plan (DAMP) currently being prepared by the National Park Service.

The DAMP was the result of a larger Blue Ridge Parkway planning process initiated during the late 2000s. As part of this process, the National Park Service began work on a General Management Plan for the Blue Ridge Parkway. Because of the unique history of Moses H. Cone Memorial Park, the property was excluded from the process of developing the General Management Plan in favor of a more site-specific and site-design oriented study (the DAMP).

The DAMP considers the historic and cultural landscape as part of an overall assessment of site circulation and interpretation needs. It identifies aspects of programming that should be improved to better engage and excite visitors during their time at Moses H. Cone Memorial Park. The DAMP incorporates traditional site analysis to suggest a series of alternatives intended to enhance the visitor approach and arrival sequence, site orientation, recreational offerings, and interpretive programming that incorporates historic landscape resources in the experience and highlights the significance of the property as a unique Country Place era estate.

The DAMP explores current National Park Service initiatives in the realm of interpretation. The Moses H. Cone Memorial Park is generally considered a recreational resource and a place to purchase Appalachian crafts. To date, the Parkway has not focused on interpreting its historical significance. The DAMP explores concepts for expanding interpretive programming, focusing particularly on the cultural landscape. The DAMP recommends the development of a new visitor contact station, exhibits within the Manor House and the carriage house, and site-specific interpretation elsewhere throughout the property, including the interpretation of features that were part of the estate historically but are no longer extant. Interpretive goals include increasing visitor understanding of the life of Moses Cone, his role in Southern textile manufacture, and his work to develop the property as a reflection of the Country Place era. The DAMP also considers ways to accommodate special events on the property that will further connect the visitor with the historic landscape.

Relevant Information Afforded in the DAMP

Several sections of the DAMP provide insight into the Parkway's current philosophical approach to site management, resource protection, and interpretation, which is important to keep in mind so that the DAMP and CLR treatment plan are not at cross purposes. Relevant information from the DAMP is conveyed below in three sections. These include the "Purpose of Moses H. Cone Memorial Park," "Interpretive Themes," and "Decision Points.". In the Decision Points section, which raises questions regarding the extent to which the cultural landscape can support site planning and interpretive goals, the CLR Update offers responses that support wise stewardship of historic landscape resources (see Decision Points section below, and responses in italics).

Purpose of Moses H. Cone Memorial Park

- Develop and maintain the lands known as Flat Top Estate as a unit of the Blue Ridge Parkway.
- Manage as a free public park and recreation area for the enjoyment of present and future generations.
- Memorialize Moses H. Cone in a manner consistent with his values and affection for the area and its people.
- Protect, preserve, and maintain the cultural, historical, and natural resources associated with this Country Place era estate, whose period of significance is 1893 to 1947.
- Provide for the public understanding of the Country Place era lifestyle envisioned and lived by Moses and Bertha Cone.

Interpretive Themes

- Flat Top Estate featured an intensely developed and carefully crafted designed landscape incorporating systematic and scientific farming orchard practices, ponds, pastures, and carriage roads.

- Flat Top Manor exhibits Classical and Colonial Revival influences, and its construction at the end of the nineteenth century in a mountain setting was an extraordinary undertaking.

- Flat Top Estate was historically the Cones' rural retreat for recreation and now, as a memorial park, it is the public's to use.

- Moses H. Cone's life is the "rags to riches" story of a self-made man, who became the country's leading denim textile industrialist of the era.

- The Cones' lives and interests at the estate were a unique blend of urban and mountain culture, including interactions between different social levels.

- The location and development of Flat Top Estate was dictated by proximity to Moses Cone's textile mills, road access, land prices and availability, climate, and Cone's familiarity with the community and social environment.

- The extended Cone family and their lives and interests offer a unique study of fine and decorative arts in the early twentieth century.

- Day-to-day life and operation of the Manor House and estate provides insights into the Cone's use of new technologies, servants' perspectives, lifestyles, and social relationships.

Decision Points

- To what extent should the historic features, activities, and character of the Moses H. Cone Estate be restored or perpetuated as a part of the Memorial Park and how should reconstruction of demolished original structures fit into alternatives?

  As noted previously, the CLR Update recommends that rehabilitation serve as the overarching and primary treatment approach for the cultural landscape of the Moses H. Cone Memorial Park. Restoration and reconstruction of missing features is not currently recommended for two reasons. The first is that it is not likely that sufficient documentary evidence survives to accurately restore lost conditions. The second is that the costs associated with restoration are likely to be prohibitive. However, in support of interpretation of the lives of Moses and Bertha Cone, their work on the estate in the areas of scientific agriculture, Country Place era design, conservation and stewardship, and the development of recreational features, the reestablishment of specific and directed historic patterns of spatial organization and views (refer to Figure 36), removal of non-historic successional and invasive plant growth, and the design of interpretive aids that are reversible, meaning that they can be removed without affecting the historic landscape, and are contemporary and unobtrusive in their appearance should be considered.

- What are the desired conditions for natural resources in the Memorial Park, and what management strategies need to be implemented to ensure long-term sustainability of those conditions?

  Natural resources associated with the Moses H. Cone Memorial Park played an integral role in the design and siting of the Cones' Country Place era estate features, and formed the basis for their conservation ethic and stewardship of the land. Natural features and systems such as water resources, soils, rock outcroppings, landform and topography, and naturally occurring vegetation are part of the cultural landscape. As such, park management should elect to maintain natural features of the historic landscape in good condition, similar to the approach taken to cultural resources. Natural resource values will need to be balanced with protection and maintenance of the cultural landscape features known to have been established by Moses and Bertha Cone. In the case of conflicts in management approaches, historic cultural resource values should be

considered a priority, unless damage is anticipated to occur to natural resources, in which case the goal should shift to protecting all resources against deterioration and damage.

- What types and levels of visitor use and activities can be sustained while preserving desired resource conditions and quality visitor experiences? What changes might be appropriate to accommodate recreational opportunities and partnerships, or reflect funding and operational limitations?

  With wise and careful planning, there are likely locations on the property that are suitable to accommodate modest special events and recreational activities that do not require grading, lighting, or the installation of features that cannot be removed without damaging or altering the landscape. The nature of the proposed events should be evaluated to determine their appropriateness for the carrying capacity of the site and its features, including the size, scope, and purpose of the special event or activity, and its relationship to sensitive resources. The nature of the site should be used to identify the limitations placed on event types and sizes. Preceding any decisions regarding the use of the landscape for more than passive recreation, archeological investigations and planning to assess and manage risks should be conducted.

- How should visitors move around the area and what opportunities should be available to them in order to understand what structures and landscape features were originally there and to appreciate the significance of the Moses Cone Estate and Memorial Park?

  Visitor access to the site and its features should be limited as much as possible to existing roads, paths, trails, and parking; construction of new trails, paths, roads, and parking should be limited to the least intrusive possible to accommodate essential proposed programming.

  Whenever possible, investigation should be undertaken to determine whether historic circulation routes were present previously that can be used to site proposed new paths and trails. Similarly, the establishment of other new features, including interpretive waysides, should be limited to the fewest possible to convey the important stories about the property. As much as possible, new technologies should be considered for their application for reducing the need for new signage in the landscape. Unobtrusive systems, such as numbered posts tied to a brochure or a smart phone app, should be considered whenever possible.

- Given the desired conditions for resources and visitor experiences, what kinds and levels of development and infrastructure are needed to support visitation and park operations?

  Infrastructure to support future visitation and park operations and events, such as new and enhanced circulation, interpretation, and utility features, should similarly be limited to the least intrusive possible. Proposed programs should be evaluated for their infrastructure needs that are likely to include upgraded electrical and security systems, and careful evaluation conducted of any additions that would be required to establish a new program or activity. Historic cultural and natural resource values should be considered as part of the evaluation.

- Can parkway management protect scenic views, cultural resources, and natural habitats via partnerships and agreements with Memorial Park neighbors, or to what extent are other approaches needed?

  Not all scenic views, cultural resources, and natural habitats can be protected through partnerships and agreement with Moses H. Cone Memorial Park neighbors. Non-resident owners, the town of Blowing Rock, and the North Carolina Department of Transportation are three examples of entities that it may not be possible to reach through direct neighborly appeal. Planning for the property should identify the scenic views and natural and cultural resources that might be impacted by adjacent owners, anticipate the types of threats that might occur given the relationship between the properties, conduct regular communication with property

owners and stakeholders with the potential to impact the property, and monitor adjacent ownership and activities for their potential to affect the estate.

- What are the desired conditions under which to manage forest areas, remove hazard trees, and preserve historic plantings?

  Currently, there are four types of forest areas on the property: old growth forest that was present when the Cones bought their land; naturally occurring woodlands that have arisen through secondary succession, been present since Cone ownership, and modestly managed since the late nineteenth century; those that were planted by the Cones; and those that occupy land that was maintained in meadow or pasture during Cone ownership but has been released to succession since 1947.

  Old growth forest and naturally-occurring woodlands that date from Cone ownership are part of the cultural landscape, and should be monitored and continue to be modestly managed.

  The woodlands that have been released to succession since 1947 should be evaluated for their potential to be cleared and maintained through pasturing livestock to reinstate historic patterns of open space that were integral to the designed landscape developed by the Cones.

  The tree plantations planted by the Cones represent a cultural resource with very complicated management needs. These plantations are reaching harvestable age. It is not currently known whether Moses Cone intended the woodlots to be harvested and replanted. It is recommended as part of the CLR Update that the Parkway engage a professional team to develop a silvicultural management plan that will consider the options for these areas, identify their historic, cultural, and natural resource values, assess options for future management, and present the Parkway with a series of alternatives with associated implications and costs that the Parkway can use to make an informed decision.

  The CLR Update also recommends as an overall approach that historic plantings be maintained as possible until they lose their essential form and habit due to age, disease, or damage. At that time, they should be replaced in kind, with the following exceptions: Fraser fir, balsam fir, Canadian and Carolina hemlocks, and invasive alien species should not be replaced in kind. It should be noted that if a biological control is identified to address the hemlock wooly adelgid problem, replanting hemlocks in the future would be desirable. Alternative species should be selected for replacement of the tree species originally planted by the Cones.

  Existing ornamental shrub plantings are also a historic resource that can be connected directly to Moses and Bertha Cone and their design of the estate. Ornamental shrub plantings should be inventoried, monitored, and interpreted. The Parkway should manage and maintain these plantings as historic resources.

  Historic fruit tree orchards survive on the estate, but are in severe decline. These orchards also constitute an important historic resource established by the Cones and reflect the history of the estate as a working farm property, as well as an ornamental landscape. The National Park Service should continue to investigate means for protecting the surviving evidence of these orchards, whether as an agency-managed activity or through partnership with another group or organization. These orchards constitute an irreplaceable resource that is at risk of loss.

Consideration of the DAMP Alternative Two, Option C

The initial draft of the DAMP, prepared in October 2010, by the National Park Service DAMP team, offered several concept alternatives for the Manor House precinct. Based on review of the alternatives by National Park Service reviewers and other stakeholders, the DAMP team developed an additional option that blended elements of the various concept alternatives. This was presented in the revised DAMP released in 2012 (Figure 37).



Concept Plan Key Notes

1. Pedestrian access to Sunset Drive
2. View to Grandfather Mountain
3. Picnic lawn
4. Historic vegetable garden location
5. Historic Figure "8" trail
6. Historic Sunset Drive location
7. Historic croquet lawn location
8. Historic bowling alley location
9. Existing carriage trail to be converted to pedestrian trail
10. Equestrian trail
11. Historic location of clay tennis courts
12. Historic location of peony beds
13. RV access restricted beyond this location
14. ADA access ramp
15. Re established balustrade
16. Outdoor use area
17. RV parking area
18. Visitor parking area
19. Entrance plaza
20. Historic laundry facility location (Open shelter for visitor staging)
21. Historic Manor House (Visitor center and concession sales area)
22. Important view to Bass Lake
23. Historic orchard location
24. Interpretive kiosk
25. Historic servants quarters location (Comfort station)
26. Information kiosk
27. Existing trees to be removed to reestablish historic views and tree canopy
28. Proposed retaining wall
29. Historic servants quarters location (Relocated servant quarters)
30. Lawn promenade
31. Historic water tank location
32. Two way access road (Upgrade the existing one way roadway)
33. Hilltop park and observation tower
34. Historic cottage location (Site delineated and wayside exhibit)
35. Historic rose arbor location
36. Historic carriage house
37. Existing ADA access ramp
38. Historic milk house location (Site delineated and wayside exhibit)
39. Historic dairy barn location (Site delineated and wayside exhibit)
40. Historic manure shed location (Site delineated and wayside exhibit)
41. Historic terraced gardens (Site delineated and wayside exhibit)
42. Historic raspberry bed location (Site delineated and wayside exhibit)
43. Historic chicken house location (Site delineated and wayside exhibit)
44. Comfort station
45. Historic carriage trail access to Sunset Drive
46. Proposed turn lanes
47. Pedestrian underpass
48. Stone viaduct
49. Servants quarters to be relocated to its original site (See location 29)
50. Overflow parking
51. Horse trailer parking

Parking Proposed

17. RV Parking Area
    - 8 RV Parking spaces
18. Main Visitor Parking
    - 59 Car spaces
    - 9 ADA parking spaces
50. Overflow parking area
    - 70 Car parking spaces
51. Horse Trailer Parking
    - 12 Parking spaces

FIGURE 37. DAMP alternative two, option C. (National Park Service, August 9, 2012)

The option is based on the information developed in support of Alternative Two "Working with the Cultural Landscape," which is described in the DAMP as follows:

> The focus of this concept is the estate's period of significance from 1893 to 1947, and it concentrates on the Cones and their Country Place era estate and their life there. A much expanded interpretive and visitor use program would focus the public's understanding and recognition of the historic importance of the Cone Country Place era estate with its historic structures and designed landscapes. A combination of adaptive use and new construction would be used to provide the necessary infrastructure and facilities to support this concept.
>
> **Special Cultural Resources**
>
> Management of the Memorial Park would go beyond the extant cultural landscapes and historic buildings. An emphasis would be placed on the preservation, restoration, reestablishment, and/or interpretation of the cultural landscape, buildings and features of the estate (1893–1947) where feasible.
>
> **Natural and Special Natural Resources**
>
> Same as Alternative One (Allow natural succession to continue in areas that have gone unattended; sensitive natural areas would be managed in accordance with NPS policies) in terms of management approach, but less of the land base would be managed as a natural area zone.
>
> **Visitor Services and Interactive Recreation**
>
> Visitor services would be focused at a new facility and the Manor House would be interpreted for its historical significance.
>
> Visitors experience the historic period of the Cone Estate through preservation, rehabilitation, restoration and possible reconstruction of landscapes and structures according to Secretary's Standards. The historic setting would illustrate the Cones' use of innovative and progressive technologies, agricultural practices, landscape design, community interface, philanthropy, and status as a pioneering naturalist.
>
> Special events will be managed according to NPS policy for all areas of the park. Building and grounds restoration and construction will be made based upon interpretive and educational needs; special events may be considered in new facility or restored grounds, however, these must be in accordance with NPS policy.[17]
>
> **Alternative Two Option C**
>
> Alternative Two Option C represents a combination of various design elements from Options A and B. Both Options A and B called for a new visitor contact /interpretive center but now in response to declining available funding and cultural resource impact concerns Option C does not include a new visitor contact and interpretive center. National Park Service visitor contact and interpretation and Eastern National sales would occur in the Manor House. Use of the Manor House as a visitor center operationally focuses all primary interpretive staff functions into one location.
>
> From Option A, primary visitor car, ADA and RV/bus parking would be provided behind the Manor House, shown on the map as key notes 17 and 18. The visitor and horse trailer parking locations proposed under Option B are retained as part of Option C, see key notes 50 and 51. The noted 51 car parking area would serve as overflow parking for visitors to the Manor House and garden areas as well as for visitors using the Estate trails for recreation purposes. The horse trailer parking area, note 51 would provide an alternative to horse trailer parking at Trout Lake for equestrian users.

---

17. National Park Service, Blue Ridge Parkway DAMP Team, draft *Moses H. Cone Memorial Park Developed Area Management Plan, GWJ Working Draft of Alternative Section* (Watauga County, North Carolina: National Park Service, October 2010), 18, 23–24.

Providing two visitor parking areas one from each from Options A and B in Option C facilitates both visitor approaches included in Options A and B. See page 12 for the discussion of advantages for both approaches.

Proposed parking under Option A, that was adjacent to the garden recreation area, key notes 3, 4, 7, 11, and 12 has been eliminated from Option C.

The current parking area would be removed and the original site contours would be restored. Locations where estate buildings were originally located in that area and at other nearby areas would be marked and interpreted with interpretive waysides. Those locations are noted by numbers 8, 20, 25, 29, 31, 34, 37, 38, 39, 40, and 43.

New comfort stations would be located in the areas noted as 25 and 44. Location 25 is the area where a servant quarters was located. If archeological resource concerns are an issue on that site then a location nearby would be used. Location 44 is in the area of a car port that has been determined to be a non-contributing structure.

The laundry building, location 20 is situated directly behind the Manor House. It is proposed to use that site for an open air structure that would serve as a covered visitor staging and gathering area for staff guided interpretive programs.[18]

Considerations for the DAMP as it Pertains to the Historic Landscape

Based on review of the illustrative concept plan (see Figure 37 above) and the narrative description of the proposed alternative included in the DAMP, the CLR Update team offers the following considerations for future revision to Alternative Two, Option C, as the DAMP team moves to finalize the plan. These comments make reference to the numbered concept plan key notes located below the illustrative concept plan.

- 2) *View to Grandfather Mountain.* Two of the directed views of Grandfather Mountain originally designed by Moses Cone—from Flat Top Road west of the cemetery, and from Rich Mountain Road—are no longer available due to successional growth. Establishing the proposed interpreted view opportunity would be of benefit to visitors. The site selected for this viewing opportunity must clearly encompass views of the mountain, and the view must be managed so that it, too, does not become obscured by woody growth in the future.

- 16) *Outdoor Use Area.* The proposed uses associated with this designated area were not apparent from review of the plan, and it is not clear what changes would occur to the landscape to support this use, or what would be required to manage the outdoor use area. The CLR Update team recommends that each proposal included in the DAMP should be carefully considered to ensure that it meets a specific need and can be maintained by the Parkway. Any new features that are not essential to meeting the stated goals and objectives for the property should be considered carefully and removed from the plan in support of protecting cultural landscape resources.

- 17) *RV Parking Area.* It was not clear whether this parking area is for buses as well as recreational vehicles. A specified bus parking area was not apparent on the plan. Parking included in the DAMP should take into consideration the needs of all users, and accommodating larger vehicles in an appropriate manner will be an important part of the plan.

- 19) *Entrance Plaza.* The radii of several turns indicated in the plan for the visitor parking area do not appear to be generous enough, particularly the southernmost turn near the proposed entrance plaza. To avoid damage to parking and related features, the design of the parking area should be commodious. It is

18. Ibid., 14.

also recommended that the entrance plaza emphasize a more generous and celebratory sense of arrival. This could be considered in conjunction with the enhancement of road and parking area turning radii.

- 20, 24, 25, 26, and 29) *Historic Laundry Facility Location (visitor staging); Interpretive Kiosk; Historic Servants' Quarters Location (comfort station); Information Kiosk; Historic Servants' Quarters Location (relocated historic building).* The DAMP site plan should be revised to further consolidate and simplify this collection of orientation and interpretive features. For example, the two kiosks could be consolidated into a single orientation feature sited in the center of the plaza. In this way, the kiosk could be used to introduce visitors to the estate as well as the interpreted missing features and Manor House beyond. This would simplify the experience for visitors. Treatment of the two missing historic structures in a similar manner (outlines on the ground, pavilions, or other approach) might similarly help visitors to understand the historic spatial patterns and configuration of the property, introducing the DAMP approach to cultural landscape management using resource-based interpretation. The comfort station might be better located in a small building located in close proximity to the parking area to allow interpretation of the historic features and avoid confusion with contemporary uses.

- 28) *Retaining Wall.* It was not possible to determine whether this wall is necessary to meet the grading needs of establishing the new entrance road. Again, wherever features are not required to meet the needs of the plan, it is recommended that their inclusion be scrutinized carefully in order to avoid confusing the visitor and to protect historic cultural landscape resources.

- 33) *Hilltop Park and Observation Tower.* The view cone for this feature suggests that the primary view is south to southwest. This view may be redundant and unnecessary given the views available from the Manor House. However, if it is possible to view Rich and Flat Top mountains from this location, this feature would support visitor appreciation of the property to a greater degree, as many visitors will never travel to the summits of these key estate features. Otherwise, this feature may be redundant and another that should be scrutinized to determine whether it is of critical importance to the plan.

- *Universal Accessibility.* It would be of interest for the DAMP to clearly illustrate the proposed universally accessible route into the Manor House from the proposed new parking area. It is currently difficult to evaluate accessibility in the plan, as it is not possible to discern the universally accessible route.

CLR Update Treatment Recommendations

As noted previously, one of the goals of this project is to update the treatment recommendations provided in the 1993 CLR. The pages that follow constitute a comprehensive list of treatment recommendations adapted from a condensed version of the 1993 CLR, amended through discussions with the Parkway, and with the inclusion of new material intended to meet contemporary conditions and goals. The recommendations do not duplicate the very specific implementation guidance afforded in the 1993 CLR. Instead, sections of interest are referenced by page number in association with the relevant recommendations provided below.

At this time, the Parkway anticipates further exploring appropriate methods for implementing the treatment recommendations provided below as part of future planning studies, or using the information available in the 1993 CLR so no additional guidance along these lines is provided as part of the CLR Update.

The CLR Update does provide a Best Management Practices section that is intended to guide stewardship and treatment of the cultural landscape, regardless of which recommendations are implemented. The Best Management Practices section follows the treatment recommendations section.

General Recommendations

1. Protect, maintain, and interpret the historic character of the property to enable the public to understand its significance. Consider this the primary objective of property and resource management.

2. Expand existing interpretive programs by providing additional information about the Country Place era, the designed landscape features established by Moses and Bertha Cone, and their efforts to promote conservation, land stewardship, scientific agriculture, and pomology, as well as the Southern textile industry and Moses Cone's role in denim manufacture (Figure 38).



FIGURE 38. Interpretation in the vicinity of the Manor House is presently limited to two gunboard exhibits detailing the history of the estate (left) and one of its features— the Figure Eight Trail (right)—and should be expanded. (Source: JMA 2010)

3. Protect, maintain, and rehabilitate Moses H. Cone Memorial Park as one of the finest Country Place era landscapes in the National Park System, which reflects important ideas of the period in the realm of landscape architectural and architectural aesthetics, scientific agriculture, environmental conservation, and social and economic theory.

4. Continue to conduct research and investigation into the physical history of the property to help fill gaps in understanding and knowledge of the Cone period in support of appropriate resource management.

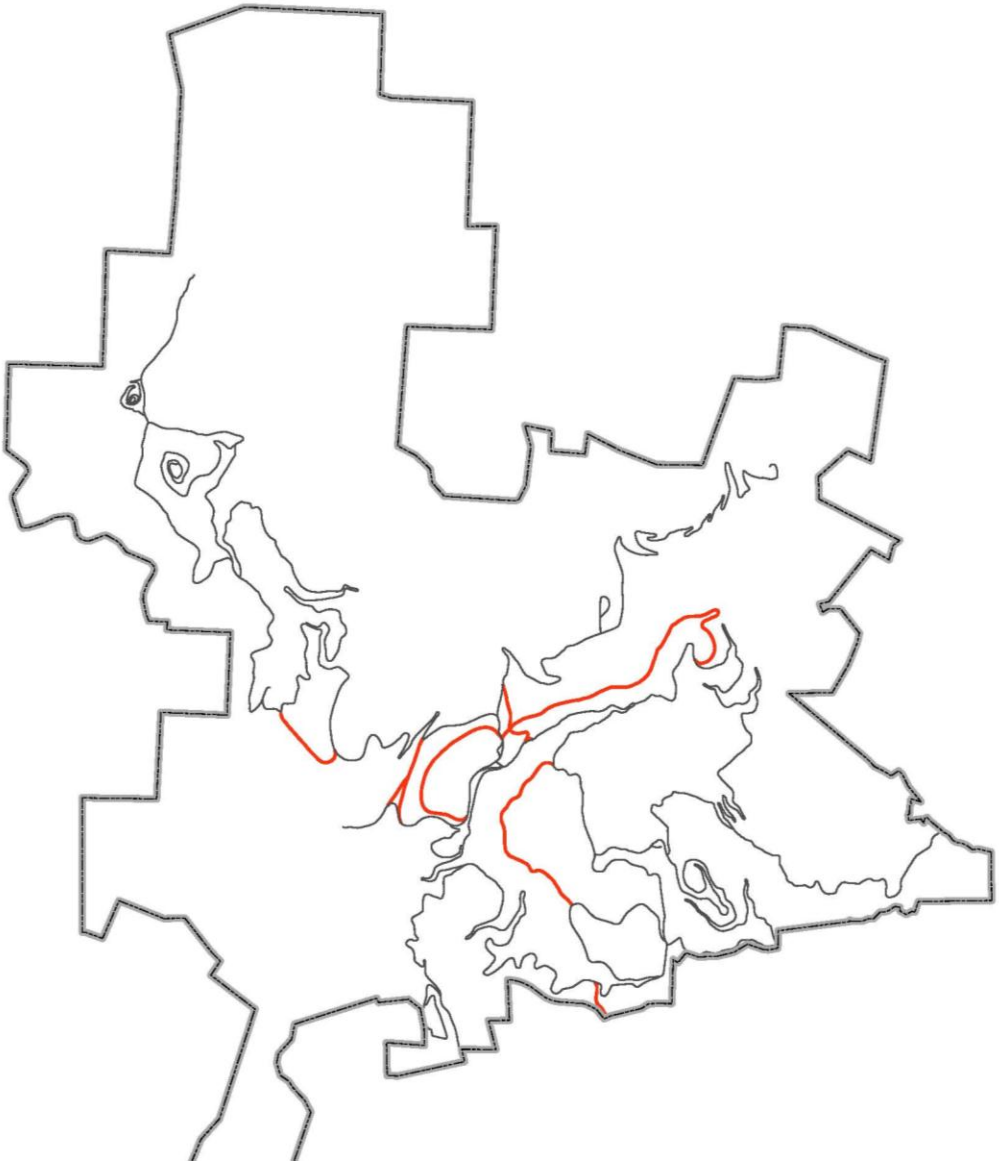


FIGURE 39. Diagram illustrating the carriage drive and farm road system as currently documented by the National Park Service GIS database associated with the Moses H. Cone Estate. The black lines represent surviving historic corridors, while the red lines are segments that have been lost since the property became part of the Blue Ridge Parkway. Road segments that have been added by the National Park Service to connect portions of the property affected by the construction of the Blue Ridge Parkway are included as part of the system of black lines. (Source: National Park Service, 2012)

Carriage Drive Recommendations

1. Protect, maintain, and interpret the carriage drive system, which represents excellence in the field of recreational road design (Figure 39). Refer to the 1993 CLR for specific guidance regarding maintenance approaches and techniques (refer to 1993 CLR, page 99).





FIGURE 40, left. The carriage drives located within the Moses H. Cone Memorial Park require regular maintenance to address erosion, drainage, and other repair issues. (Source: JMA 2010)

FIGURE 41, right. The carriage drives are often edged by stacked stone walls constructed under the direction of Moses Cone. These walls are an important feature of the property and the character of the carriage drive system and require regular maintenance. (Source: JMA 2010)

2. Repair deteriorated conditions associated with the carriage drives, including the surfacing, drainage structures, and designed viewsheds. Consider restoring sections of the carriage drive system in the vicinity of the Manor House that have been lost to enhance the circulation system for visitor use and interpretation (Figure 40). Follow guidance afforded in the 1993 CLR regarding restoration approaches and techniques (refer to 1993 CLR, pages 98–99).

3. Retain and maintain the dry laid stacked stone retaining walls associated with the carriage drives. Stabilize and repair walls in fair to poor condition (Figure 41). Stabilization and repair techniques should result in retention of the historic character, including appropriate stone stacking methods, batter form, wall height, and physical relationship to adjacent carriage drives and other historic features. Retain and reuse historic stone. Ensure that any contemporary rehabilitation methods, such as the use of crushed stone footings, are not visible. Remove the fewest trees and shrubs possible to alleviate threats to the stability of the historic walls. Inspect the walls annually. Record condition assessments and repair work in a log or manual.

4. Protect, retain, and maintain surviving historic bridges and gates associated with the carriage drive system (Figure 42). Identify the historic integrity of existing bridges. Determine those with a high degree of integrity. Ensure that materials are replaced in kind for those bridges with a high degree of integrity. For bridges with a low degree of integrity, use in kind replacement materials or appropriate compatible materials to match the historic appearance of the bridge while providing durable repairs. Consider implementing repairs and upgrades to the safety features of the historic bridges that limit the impacts on integrity when bridge inspection indicates a need to address deficiencies.

5. Establish a maintenance record or repair log that documents all work on the carriage drives, walls and drainage structures, and bridges, including the location and methods used.

6. Consider establishing new circulation routes—primarily bridleways and footpaths—to connect segments of the carriage drive system that were disrupted due to construction of the Blue Ridge Parkway where historic carriage drive alignments are not consistent with park needs.



FIGURE 42. The bridges associated with the carriage drives include historic elements that retain integrity, and later additions and replacements of materials intended to meet safety standards. Wherever possible, original historic materials of bridges that survive with integrity should be replaced in kind. (Source: JMA 2010)

7. New circulation routes intended to support visitor use and reconnect historic carriage drives that do not constitute restorations of historic circulation routes should be clearly designed as contemporary additions to the historic landscape. Design new additions to blend with the character of the historic landscape. Consider carefully the choice of surfacing material. Endeavor to select a material that is visually compatible with the setting in terms of color and texture while ensuring that it is clearly a contemporary addition to the historic landscape. For paths, surface materials that are of a warm-hued color are better suited to historic landscapes than cool-hued materials. Consider materials such as crushed brownstone aggregate screenings, or brown-hued colorized asphalt or concrete for the surfacing of new walks and paths. The design of new circulation routes should create the smallest footprint possible to accommodate anticipated uses, and should blend seamlessly with the surrounding landform and topography.

8. Continue to restrict access to the carriage drives except for pedestrian, equestrian, and administrative National Park Service use.

9. Consider alternatives to approaching the Manor House from the rear for pedestrians arriving at the site from the Blue Ridge Parkway (refer to Figure 37, element 9, and Figure 43).

10. Enforce restrictions on equestrian use of areas other than the approved farm road or carriage drive segments.

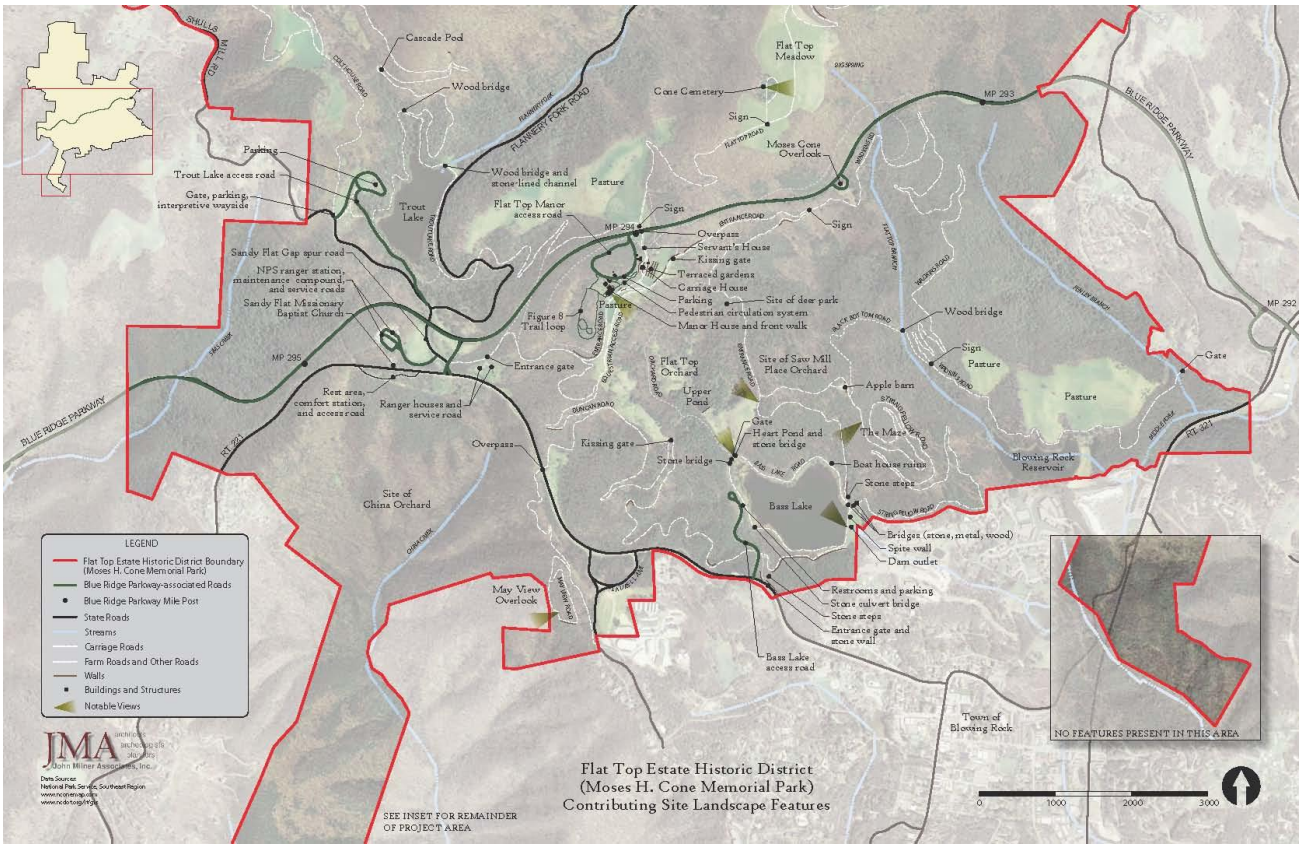


FIGURE 43. Plan enlargement of the Moses H. Cone Memorial Park. Orchard Road above is an example of a farm road. (Source: JMA 2010)

11. Conduct an inventory and assessment of the estate farm roads, which are distinct from the carriage drives (Figure 43). Document the locations and alignments of farm roads using Global Positioning System (GPS) technology. Assess their condition and viability for adaptive reuse as circulation corridors and their interpretive value. Consider whether to allow equestrian use of farm roads. Develop a plan for managing the farm roads, and consider potentially incorporating them into the circulation system for visitors. Address any potential conflicts between visitor use of farm roads and pastured cattle. Note that equestrians and pedestrians already share the farm road on Rich Mountain.

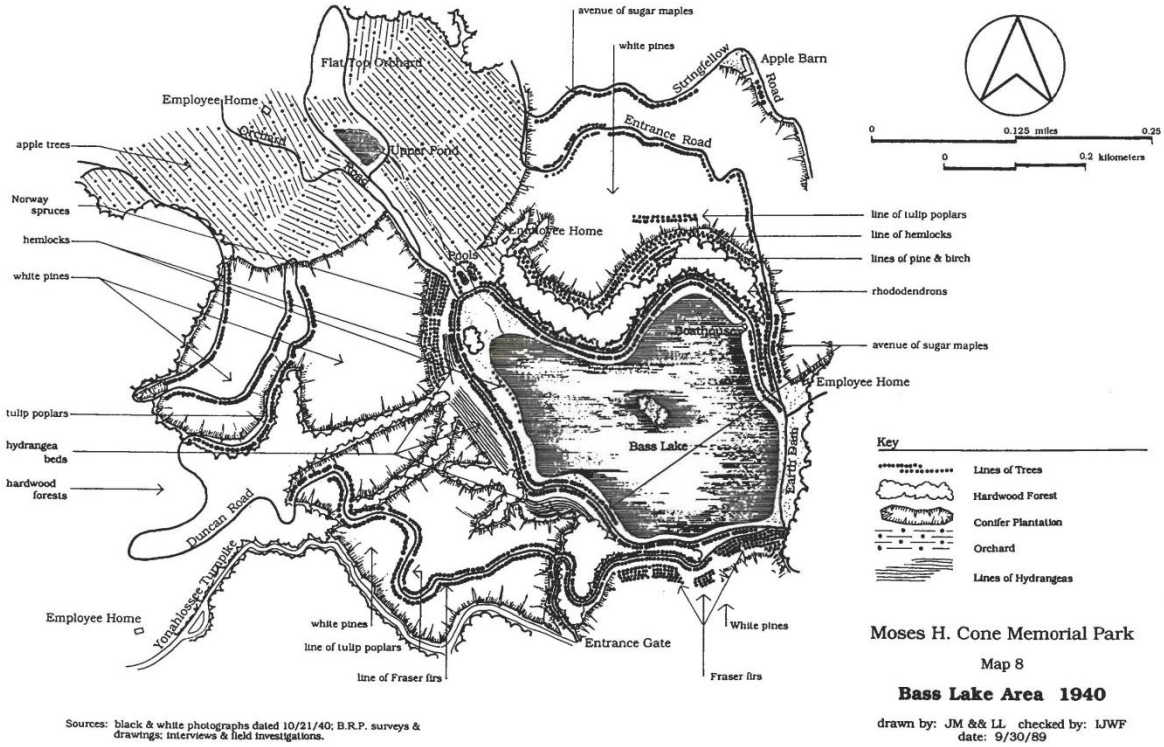


FIGURE 44. Illustration from the 1993 CLR illustrating the extent of plantings in the Bass Lake vicinity, including evergreen plantations, rows of trees along carriage drives, and ornamental shrub masses. (Source: 1993 CLR)

12. Maintain Cone-era tree plantings that relate to the design of the carriage drive system, as well as the tree plantations associated with the Bass Lake valley (Figure 44, and refer to 1993 CLR, pages 33–36). Prepare an inventory of the Cone-era plantings. Document the locations and species of Cone-designed tree plantings using GPS technology. Use the GPS documentation to map surviving historic tree locations. Calculate the designed spacing intervals of the plantings. Use the information to consider replacing missing tree plantings. Prepare a plan that incorporates appropriate scientific approaches to replacement techniques.

    Replace trees specifically planted in formal rows as they are lost to age, disease, and damage in kind to perpetuate the intended design character and placement. Where the species are shade intolerant, consider options for enhancing their viability, such as thinning to allow sufficient light to reach the saplings.

    Where trees were planted in informal groupings, allow them to regenerate naturally.

    Avoid replanting Fraser and balsam fir trees due to the threat posed by balsam wooly adelgid. Avoid replanting Canadian and Carolina hemlock trees due to the threat posed by hemlock woolly adelgid. Continue to protect of surviving hemlock trees as possible. Consider alternative evergreen species to replace the firs and hemlocks in the plantations around Bass Lake. Consider replanting any of these trees should biological controls be identified to address the balsam and hemlock wooly adelgid problem.

    The existing rows of trees that edge the carriage drives were planted at the same time. Today, replacement of missing specimens will result in rows that contain uneven-aged specimens. Although this will affect the appearance of the rows, it is preferable to the alternative, which would require removal of existing trees, and comprehensive replanting of the rows.



FIGURE 45. Example of rhododendron plantings near Bass Lake that were planted by the Cones. (Source: JMA 2010)

13. Maintain Cone-era shrub plantings of rhododendron, mountain laurel, and hydrangea (Figure 45). Support regeneration, including possible tree removal to increase light levels. Specific design elements, such as the plantings of rhododendrons in the center of hairpin turns and beds of hydrangea on the slopes above Bass Lake, should be respected and perpetuated as possible.

    Prepare an inventory of the Cone-era plantings. Document the locations and species of Cone-designed shrub plantings using GPS technology. Use the GPS documentation to map surviving shrub mass locations. Use the information to consider replacing missing plantings. Prepare a plan that incorporates appropriate scientific approaches to replacement techniques.

14. Restore historic designed viewsheds and vistas by clearing trees and shrubs that have grown up in the foreground to obscure the intended view (refer to 1993 CLR, pages 33–36, and Management Recommendations map, end of document, no page number).

    Locate, identify, inventory, and assess the views that pertain to the design of the carriage drives. Distinguish between framed and filtered views to establish an appropriate level of clearing. Prioritize the clearing of views by assessing their importance to the carriage drive experience, the feasibility of clearing given the terrain, and the potential to harm natural or cultural resources in the process of clearing. Primary views to consider in a prioritization plan include from the Bass Lake entrance gate into the property; between Bass Lake and Flat Top Manor; from the designed viewing features atop Rich and Flat Top mountains, and from the hairpin turns and other designed view points associated with the carriage drives. Determine the appropriate equipment for use in vista clearing.

    Consider including vista clearing plans in Parkway-wide cyclical clearing projects. Portions of the Parkway undergo vista clearing on a three- to four-year cycle, and Moses H. Cone Memorial Park could be incorporated into this program.

    Coordinate the prioritization planning and implementation of carriage drive view restoration with the city of Blowing Rock to engage the community and advocate for protection of historic viewsheds and vistas. Interpret contemporary encroachment of residential, urban, and other development on key viewsheds, and the value of planning and zoning to historic preservation.

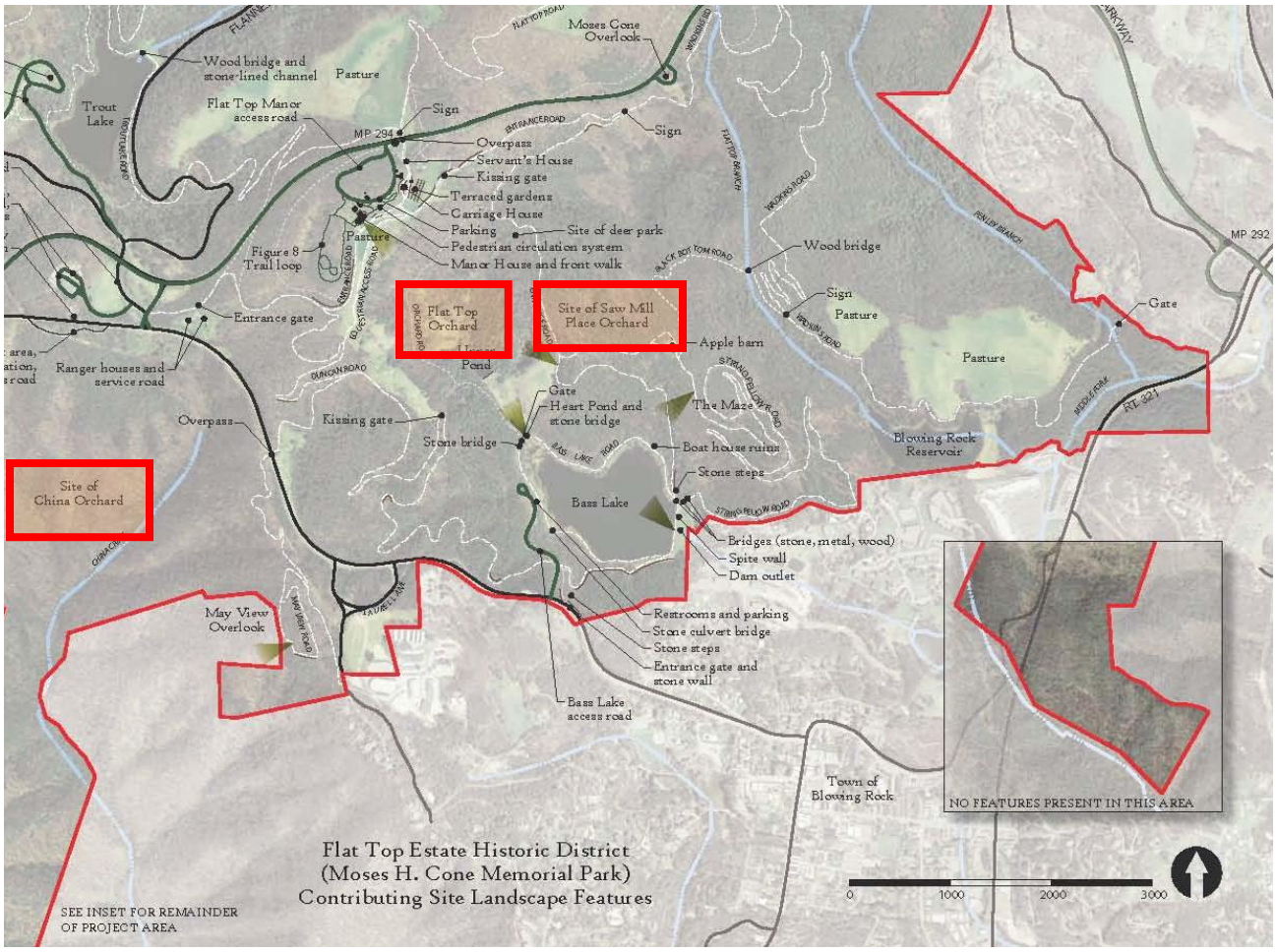


FIGURE 46. Plan enlargement of Moses H. Cone Memorial Park with the locations of the three orchards highlighted. Only Flat Top Orchard survives. (Source: JMA 2010)

Orchard Recommendations

1. Consider partially restoring Flat Top Orchard as part of an overall approach to maintaining the designed carriage drive sequence and experience. The three locations where orchard restoration would be visible from primary visitor use areas, such as the Manor House and adjacent carriage drives, and could be interpreted include: 1) the western edge of Duncan Road; 2) the Entrance Road as it approaches the Manor House; and 3) the central area below the Esplanade. (The 1993 CLR includes extensive recommendations regarding clearing, plantings, and maintaining these restored orchard sections. Refer to 1993 CLR, pages 101–103.)

   Map the areas of the orchard considered for restoration. Base the delineation of the restoration zones on a seen-area analysis that takes into consideration views afforded from the carriage drives and Flat Top Manor.

   Explore options to partner with organizations such as Appalachian State University to conduct orchard restoration and management.

2. Document the locations of trees that constitute rare heritage cultivars using GPS technology. Ensure that representatives of programs involved in salvaging and conserving the germplasm and genetic resources of rare and unusual heritage apple cultivars are afforded the opportunity to visit the site and understand the collection.

Continue to collect germplasm for conservation purposes from trees that survive in association with the Saw Mill Place and China orchards. Consider allowing these two orchards to release to succession given their current degraded condition.

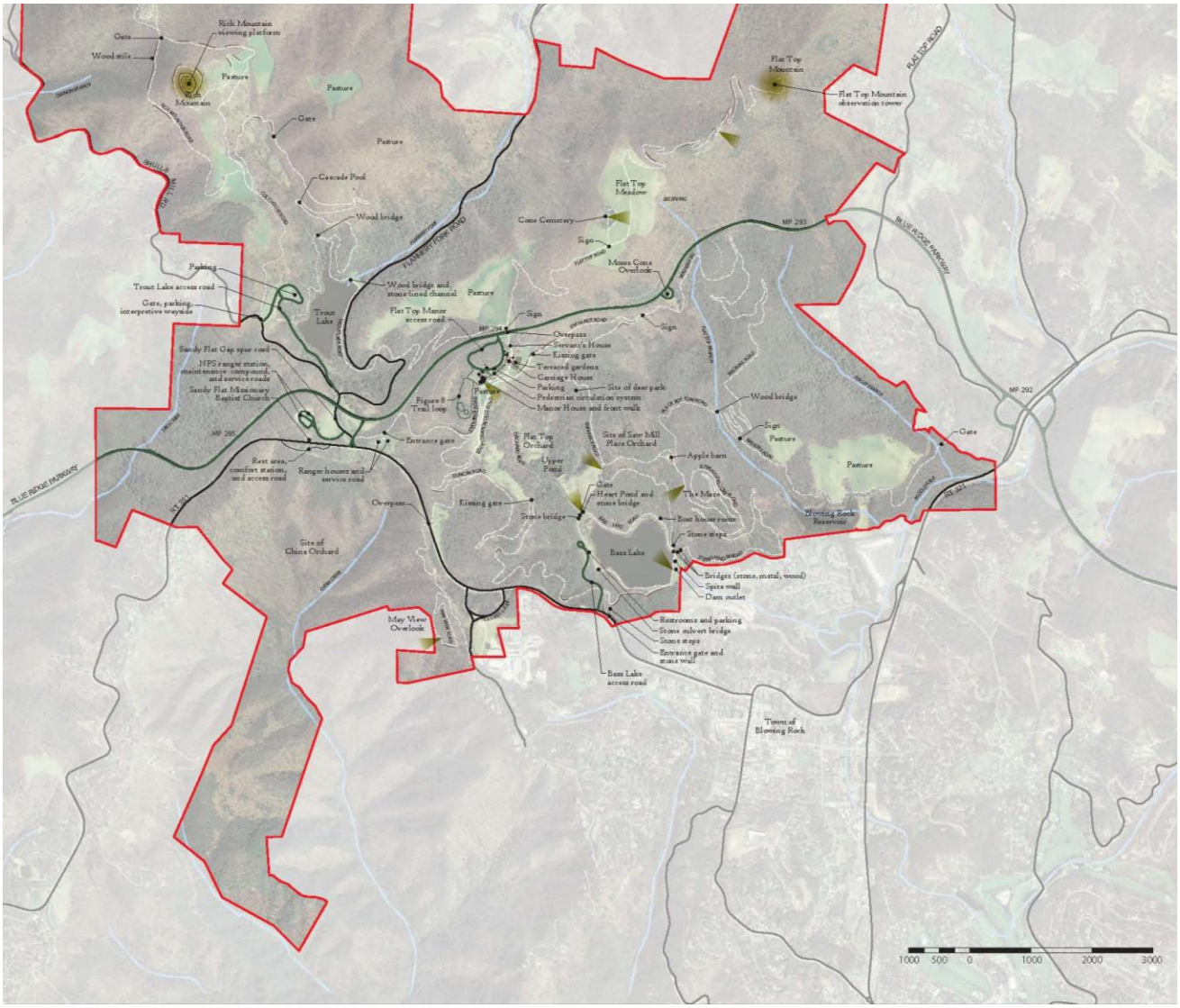


FIGURE 47. Plan of Moses H. Cone Memorial Park illustrating the locations of meadows, pastures, and other open areas in green. (Source: JMA 2010)

Pasture and Meadow Recommendations

1. Maintain existing pastures and meadows located along the carriage drives. Consider restoring those areas within view of the carriage drives that have been reduced in size by successional vegetation since 1950. Consider developing a field management plan to address future restoration efforts. Consider adapting agricultural management practices for the benefit of wildlife. During the Cone period, the fields were more wildlife-friendly than they are under current management practices. Consider the habitat needs of birds and other wildlife in future plans. Consider the viability of clearing and methods of access as part of the plan. Consider alternatives, such as the use of goats, to maintain pastures in open vegetative cover. In particular, the Rich Mountain pastures would benefit from restoration and a management plan. Areas where clearing is possible and appropriate, given soils and slopes, are indicated in 1993 CLR mapping. The 1993 CLR also suggests areas where pasture leases should be altered to help maintain these pastures in open vegetative cover by moving fences or increasing stocking levels (refer to 1993 CLR, page 104).

Consider coordinating the clearing of pasture and field margins with the viewshed and vista clearing work recommended earlier in the Carriage Drive Recommendations section.

Conduct field investigations to determine where and how clearing will be feasible. Consider those areas that have hayable soils and can easily be mown and pastured for initial phases of clearing. Additional factors important to consider in determining areas to be cleared include visibility from carriage drives and from designed viewpoints, such as the Manor House porch, the summits of Rich and Flat Top mountains, and locations where the carriage drives are designed to afford sweeping or dramatic views at the edges of woodlands or at tightly curved turns.

Forest, Deer Park, and Conifer Plantation Recommendations

1. Complete any planned plant inventory and community mapping projects. Include the plant community map currently being prepared by Appalachian State University in the CLR Update as a reference document, once completed.

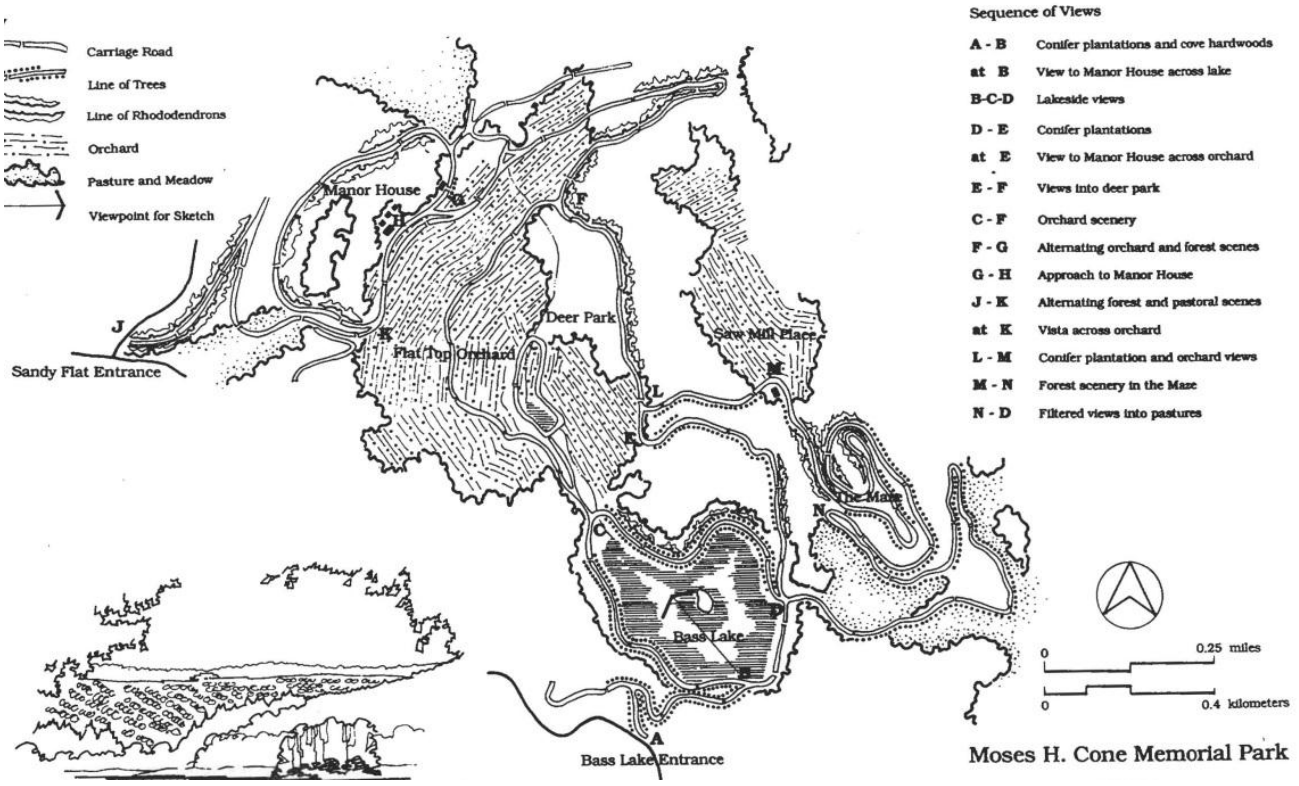


FIGURE 48. Detail of Moses H. Cone Memorial Park plan illustrating the locations of one of the deer parks established by Moses Cone. (Source: 1993 CLR)

2. Document the limits of the Cone era deer parks (Figure 48) using GPS technology to maintain a record for resource protection. Consider placing permanent markers beside the roads edging the two former deer parks in support of interpretation.

3. Continue to maintain the vegetative composition of the deer park on Rich Mountain through grazing leases.

4. Manage the conifer plantations to continue to protect their historic resource values. Prepare a silvicultural management plan to identify a range of options and alternatives for long-term care and stewardship of

these resources. The silvicultural management plan should address tree stand replacement and care, including possible alternative species for the Fraser and balsam fir and Canadian and Carolina hemlock that have been lost due to pest infestations, and the potential for Southern pine bark beetle to impact pine stands. Develop the plan to offer several viable alternatives for plantation stand management that indicate the advantages for natural and cultural resource values. Include the costs associated with each option outlined in the plan. Explore partnership opportunities to develop and implement the plan. Carefully outline the issues and goals prior to preparing the plan.

Consider the fact that the forest plantations are woodlots that are reaching their harvestable maturity. Research has not yielded information regarding Moses Cone's goals for the plantations as they matured. It is possible that the goal was to harvest and replant them. In its current form the plantations are a cultural resource with historic associations to the significant Cone period. Consider whether the existing plantations constitute the historic resource to be protected, or whether it is more important to perpetuate the plan and planting arrangement. As a cultural resource, these stands require management. Portions of the plantations will soon begin to decline if not properly managed. The Parkway should determine a management strategy; regeneration may be identified as a management objective. The understory treatment also needs to be considered. It appears that the understory was maintained in grasses during the Cone era and scythed. Today, rhododendron plantings have spread beneath some of the tree plantations. The Parkway should consider whether these should be removed.

Consider reducing competition from hardwoods in the understory and using selection cuts until young trees can become established. The areas within view of the carriage drives should be maintained as originally designed or intended by the Cones. The application of regeneration practices should be considered wherever there are gaps in the canopy and where other management efforts may be needed to perpetuate designed plantings such as shade intolerant species used to line the carriage drives.

The plantations and their role in the overall design of the estate should be interpreted to the public.

5. Identify an appropriate care regime for the shrub plantings established by the Cones, including rhododendrons, mountain laurels, and Pee Gee hydrangeas. Document the current locations of these beds using GPS technology and identify the limits of the areas to be maintained to prevent further expansion.

Lake and Pond Recommendations

1. Maintain the landscape around Bass Lake in a manner similar to the character around the Manor House. Bass Lake was one of the ornamental garden areas developed by the Cones. Restore the banks, which have been undercut, to their original shape. Maintain the lakeshore as an informal and irregular sloped bank managed under grass cover.

2. Consider allowing the grass to grow taller than manicured turf by mowing less frequently than the lawns around the Manor House. Maintain the rows of sugar maple trees along the margins of Bass Lake Road, as well as the stone bridges (Figure 49). Interpret former features and activities conducted by the Cones in association with the lake.

3. Control water lilies, which have become overgrown.

4. Dredging will eventually be required to maintain the lake to a healthy environment for fish and other aquatic species, as sediments naturally accrue within lakes and ponds over time. Use the opportunity presented by lake dredging to re-contour the banks, remove existing woody successional growth, and seed new grass cover. Stabilize the boathouse foundation. Prepare a fisheries management plan for the

property to determine the Parkway's goals for stocking the lakes and providing fishing opportunities for visitors.

5. Continue to permit visitors to access the lake from the existing Bass Lake parking area. Limit the number of visitors to the lake by avoiding further expansion of the parking lot. Post information regarding the need to limit visitation numbers to promote stewardship of the historic site, which can easily become overrun by visitors. Excessive visitation will potentially damage resources and diminish the experience for all visitors. Encourage visitors that are unable to find parking at Bass Lake to visit other areas of the property by parking near the Manor House.

6. Improve access to Trout Lake banks from the parking lot. Identify an appropriate location along the bank for visitor access and fishing. Clear existing rhododendrons to establish an accessible lakeshore landing. Ensure that it is connected to the parking area by a trail. Otherwise maintain the historic visual character of the lake. Interpret former features associated with the lake.

   Prepare a fisheries management plan for the property to determine the Parkway's goals for stocking the lakes and providing fishing opportunities for visitors. Affording visitors the opportunity to fish, and ensuring the availability of trout within Trout Lake, are not essential characteristics of the cultural landscape.

7. Evaluate the dam associated with the Upper Pond, and consider removing silt that has accumulated behind the dam, as part of an overall plan to restore the water body to its original Cone-era shape and size. Remove trees growing along the margins that obscure views of the pond from the Manor House.

8. Restore the heart-shaped pools and the cascade pool on Rich Mountain Road to their character when originally constructed (Figure 50).





FIGURE 49, left. View of Bass Lake and the manicured lakeshore with grass slopes and rows of sugar maple trees. (Source: JMA 2010)

FIGURE 50, right. View of the stone enclosure associated with the cascade pool along Rich Mountain Road. Logs currently cover portions of the cascade for the safety of visitors. (Source: JMA 2010)

Building and Garden Recommendations

1. Consider the best and most appropriate use for the Manor House, and the best location for the Parkway Craft Center. Consider the need for a visitor contact and interpretive facility on the estate, which could be located within the Manor House, to support the goal of enabling the public to better understand the historical significance of the Cone estate. Consider this action within the context of other changes proposed for the Manor House precinct as part of the DAMP.

2. Consider the need for more parking, and determine the best primary circulation routes for vehicles, pedestrians, and equestrians within the vicinity of the Manor House. Consider alternatives that might bring visitors to the house along one of the carriage drives and approach the mansion from the front as originally intended and that enhance interpretation by introducing the various significant historic components of the estate. Facilitate visitor understanding of property by indicating the locations of features no longer present through outlines on the ground or mowing patterns, as appropriate. Consider this action within the context of other changes proposed for the Manor House precinct as part of the DAMP.

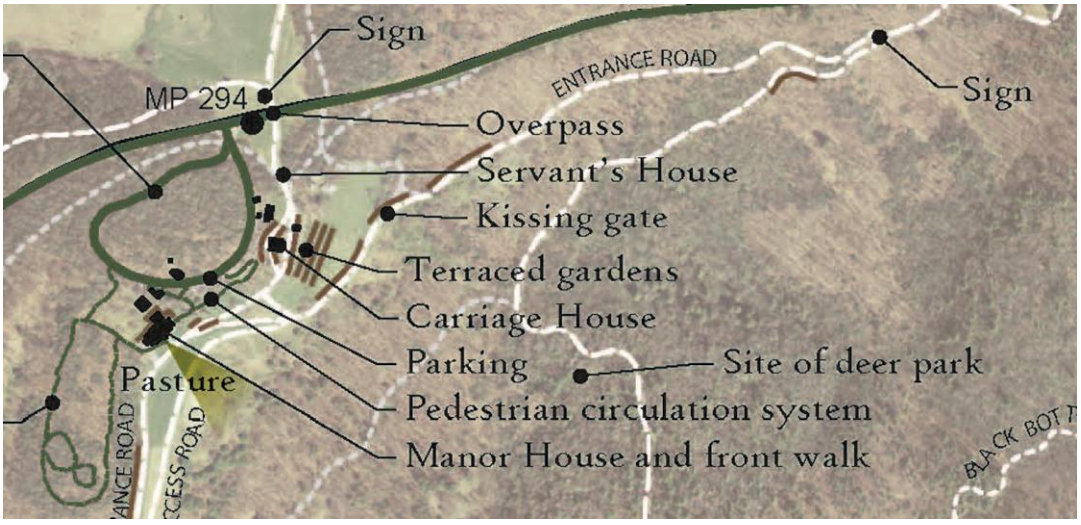


FIGURE 51. Detail of the Manor House and environs. (Source: JMA 2010)

3. Clear the successional growth on the sites of the historic croquet lawn, tennis court, laundry building, and bowling alley. Mark building foundation locations and interpret. Restore historic topographic contours that were impacted by previous parking area development. Consider this action within the context of other changes proposed for the Manor House precinct as part of the DAMP.

4. Consider engaging a friends group to further expand the garden restoration associated with the terraces south of the Carriage House. Plant and maintain historically important species, such as roses and raspberries on the terraced gardens and peonies behind the house, in the garden areas. Establish walks that provide access to the gardens, potentially using the alignments of historic walks that might be revealed through future archeological investigations.

5. Continue to provide visitor access to the carriage house and interpret the Cone's carriages and carriage drive system. Consider providing a lease to a concessioner to provide carriage drives to the public.

6. Interpret the apple barn to visitors and the important history of fruit tree orchards on the property. Consider using the apple barn to support any special programs relating to apple germplasm collection projects.

7. Consider returning the servants' quarters to its original location if access to the Manor House is redesigned. Conduct archeological investigations and other research to determine the original site of the building and the viability of returning it to that location. Consider this action within the context of other changes proposed for the Manor House precinct as part of the DAMP.

8. Conduct archeological investigations to locate and document the sites of former estate buildings. Document the sites using GPS technology. Consider marking the locations of important demolished buildings with signs and/or foundation outlines.

9. Preserve the Cone Cemetery. Provide visitors with additional wayfinding guidance between the cemetery and the Manor House.

Best Management Practices

In support of future development of visitor access and interpretation improvements at Moses H. Cone Memorial Park, the pages that follow offer a series of best management practices or guidelines that should be taken into consideration as part of all cultural landscape treatment. These guidelines relate to a philosophy of cultural landscape treatment based on NPS Director's Order 28: *Cultural Resources Management* and *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes*.

Natural Systems and Features, Vegetation, and Topography

- Practice integrated pest management (IPM) in accordance with National Park Service policies. Avoid the use of pesticides and herbicides unless absolutely necessary. If chemical controls are used, apply the minimum necessary to achieve the proposed effect. Allow only qualified applicators to apply chemicals.

- Remove, when necessary, existing trees using a method that minimizes the potential impacts on known and potential cultural and archeological resources. Undertake tree removal from areas with known or potential cultural and archeological resources under the guidance of a historical landscape architect and archeologist.

- Employ best management practices (BMPs) for thinning and clearing woody growth areas. Undertake clearing and thinning operations with the goals of reducing fuel loads, opening viewsheds, and returning vegetation to its approximate composition during the late nineteenth through the mid-twentieth centuries.

- Mark all vegetation to be thinned or cleared prior to beginning work. Employ an arborist, natural resource manager, and/or historical landscape architect familiar with the park to mark the vegetation to be removed or thinned.

- Remove dead trees and shrubs and those identified as potentially hazardous to individuals or resources because of their health or condition.

- Consider utilizing prescribed burning to maintain an acceptable fuel load within the park. Relocate larger downed timber to a burn site that has been approved by an archeologist.

- Avoid altering topography within the park.

- Protect slopes from erosion by maintaining healthy vegetative cover with a fibrous root system on all slopes.

Spatial Organization

- Restore historic patterns of spatial organization relating to vegetation using ecologically sound techniques and BMPs.

Land Uses

- Consider equally both natural and cultural features in treatment and land-use decisions.
- Avoid land-use activities, permanent or temporary, which threaten or impair known or potential archeological resources.
- Monitor and regulate use of the landscape to minimize immediate and long-term damage to cultural resources.
- Prohibit all-terrain vehicles and other motorized vehicles, as well as mountain bikes, from accessing the park. Do not allow recreational uses within the park that may endanger visitors, cultural resources, or sensitive ecosystem areas; that require extensive facility development; or that conflict with resource protection goals.
- Limit, monitor, and control access to areas that are vulnerable to damage from human access or use.

Circulation

- Avoid altering existing circulation routes or establishing new circulation routes unless absolutely necessary to ensure visitor access to the key interpreted resources associated with the property.
- Minimize the visual impacts of vehicles and vehicular access systems. Consider the potential impact on views when planning to add or change circulation systems.
- Continue to prevent visitor vehicular access to historic carriage drives within the park. Make park vehicular access as unobtrusive as possible.
- Minimize the visual impacts of any new pedestrian access systems.
- Design interpretive trail systems to follow the routes of historic road traces and alignments whenever practicable. Consider, however, the potential impacts of new trails following these routes. Assess the following: the visual impact of trail on important viewsheds; the potential impact on sensitive natural and archeological resources; accessibility issues; and the overall interpretive value of the new trail. If issues of concern cannot be mitigated, consider using a different alignment for the trail that fulfills related goals.
- Avoid regrading and widening historic road traces when establishing new trails along historic routes. Whenever regrading is necessary, use fill that is distinguishable from the existing grade, rather than cutting, which may destroy the resource.
- Consider alternative interpretive trail alignments if documentary and archeological evidence is insufficient to determine the precise routes of historic roads.
- Route visitor circulation away from sensitive archeological resources, cultural sites, and important habitat areas.
- Provide universally accessible routes to primary interpretive elements. Strive to accommodate universal accessibility to all interpreted features. Provide alternative interpretive experiences where accessibility is not possible or reasonable.

- Follow the regulations stipulated in the Uniform Federal Accessibility Standard (UFAS) and Americans with Disabilities Act Accessibility Guidelines (ADAAG) for trails and paths when establishing universally accessible circulation. Avoid steep slopes, ensure that trail widths meet regulations, and take other precautions to make these trails accessible to all visitors.

Buildings and Structures

- Remove non-contributing buildings and structures only if they have a negative impact on the historic character and integrity of the park landscape or are in poor condition. Document thoroughly all buildings and structures proposed for removal.

- Avoid conjectural reconstruction of missing historic buildings and structures.

Views and Viewsheds

- Minimize the visual impact of circulation systems. Consider using techniques such as establishing vegetative screens, evaluating the potential for any new trails to be screened from key viewpoints, and minimizing the amount of signage, seating, and other small-scale features associated with these access systems in their design.

Small-scale Features

- Keep the number of contemporary small-scale features to the minimum required for visitor and staff comfort and safety, and place contemporary small-scale features where they are least intrusive to the historic character of the property.

- Use site furnishings that are compatible with the character of the park in concept and materials. Ensure that the style of site furnishings is uniform throughout the park. Develop a plan for site furnishings that identifies the style and products appropriate for use within the park. Consider distinguishing between design styles that are appropriate for historic areas versus those that are to be used within later developed areas.

- Convey interpretive information to visitors primarily through pamphlets and other materials that limit the establishment of new features within the landscape.

New Design and Construction and Sustainability

- Institute cultural and natural resource treatment and maintenance methods that are environmentally and culturally sensitive and sustainable over the long term.

- Minimize areas of ground disturbance, earth grading and compaction, and drainage pattern alteration.

- Promote biodiversity and native plant species.

- Design new construction taking into consideration BMPs established for the park. In particular, design new construction using green building techniques, and incorporate technologies such as those described by LEED (Leadership in Energy and Environmental Design), a voluntary, consensus-based national standard for developing sustainable building.

- Take into consideration life-cycle costing of materials to assess their long-term wearing and maintenance costs. Consider materials that are non-toxic, durable, long-lived, and low maintenance.

- Undertake sufficient study and recordation of landscape features that require modification, repair, or replacement before work is performed, to protect research and interpretive values.

- Locate any necessary new features supporting visitor services and administrative, operations, and maintenance functions in areas where they can be carefully screened. If these facilities are found to be insufficient for projected needs, consider a location for new facilities that is outside of the park or key historic areas of the park.

- Design and situate new additions or alterations to the landscape in such a way that they do not destroy the historic materials, features, and spatial relationships that characterize the cultural landscape.

- Introduce new buildings and structures to facilitate access and interpretation while minimizing adverse impacts on the historic character and features of the landscape.

- Ensure that new construction is compatible with existing historic resources in materials, size, scale and proportion, and massing. Differentiate new work from existing resources.

- Design and situate new additions and alterations to the landscape in such a way that, if removed in the future, the essential form and integrity of the landscape would be unimpaired.

- Design new construction to have muted, neutral, earth-tone colors and materials that serve to make new facilities compatible with the historic and natural context.

- Ensure that the location, design, and construction of new facilities and systems are subordinate to the surviving cultural and natural landscape. New design and construction should be as visually unobtrusive as possible without sacrificing functionality.

- Avoid siting new buildings and structures in any of the primary viewshed areas.

Interpretation

- Provide an alternative means for interpretation, such as a visitor contact station exhibit, for those features located in areas that cannot be made universally accessible.

- Consider carefully any proposals to restore or reconstruct missing features. Prior to undertaking restoration or reconstruction efforts, carefully weigh the financial costs of both the initial effort, as well as the subsequent maintenance costs, the accuracy with which the feature could be reestablished, and the ultimate benefit to be gained from interpretation.

Documentation

- Review the current Facility Management Software System (FMSS) hierarchy at Moses Cone to determine whether all contributing cultural landscape features are addressed either as locations or features. Those that are not presently included in the system should be added.

Bibliography

Blue Ridge Parkway DAMP Team. *Draft Moses H. Cone Memorial Park Developed Area Management Plan, GWJ Working Draft of Alternative Section*. Watauga County, North Carolina: National Park Service, October 2010; revised August 9, 2012.

Dolan, Susan A. *A Fruitful Legacy: A Historic Context of Fruit Trees and Orchards in the United States, from 1600 to the Present*. Draft Report prepared for the Olmsted Center for Landscape Preservation, Pacific West Regional Office – Cultural Resources, Park Historic Structures and Cultural Landscapes Program, National Park Service, United States Department of the Interior, January 2007.

Firth, Ian J. W. *Biotic Cultural Resources: Management Considerations for Historic Districts in the National Park System*. Atlanta, Georgia: National Park Service, 1985.

———. *The Blue Ridge Parkway National Historic Landmark Nomination*. Draft, 2005.

———. *Moses H. Cone Memorial Park: A Cultural Landscape Report*. Prepared for the Cultural Resources Planning Division, Southeast Regional Office, National Park Service, Department of the Interior, August 1993.

Gilbert, Cathy, Robert R. Page, and Susan Dolan. *A Guide to Cultural Landscape Reports: Contents, Process, and Techniques.* Washington, D.C.: National Park Service, 1998.

McAlester, Virginia and Lee. *A Field Guide to American Houses.* New York: Alfred A. Knopf, 2006.

National Park Service. "Cone Apple Orchard Restoration." Blowing Rock, North Carolina: National Park Service, 1999.

National Park Service. "Cone orchard soils summary thru 2010 Jan." Blowing Rock, North Carolina: National Park Service, 2010,

National Park Service. *Director's Order No. 28. Cultural Resource Management Guideline*. U.S. Department of the Interior, National Park Service, June 11, 1998.

National Park Service. List of Classified Structures. Blue Ridge Parkway.

National Park Service. Blue Ridge Parkway DAMP Team. Draft *Moses H. Cone Memorial Park Developed Area Management Plan, GWJ Working Draft of Alternative Section.* Watauga County, North Carolina: National Park Service, October 2010.

National Park Service. Project Management Information System entries for Moses H. Cone Memorial Park.

Noblitt, Philip T. *A Mansion in the Mountains: The Story of Moses and Bertha Cone and Their Blowing Rock Manor*. Boone, North Carolina: Parkway Publishers, Inc., 1996.

Robert R. Page, Cathy A. Gilbert, and Susan A. Dolan. *A Guide to Cultural Landscape Reports; Contents, Processes, and Techniques.* Washington, D.C.: Department of the Interior, 1998.

Slaton, Deborah, Liz Sargent, Kenneth Itle, and Tim Penich. *National Register nomination, Flat Top Estate*. Northbrook, Illinois: Wiss, Janney, Elstner Associates, Inc., July 8, 2013.

Specht, Neva J., PhD, Carrie A. Streeter, MA, and Joseph W. Otto, MA, Appalachian State University. *Historic Furnishings Report for Flat Top Manor, Moses H. Cone Memorial Park, Highlands District, Blue Ridge Parkway, Blowing Rock, and North Carolina*, December 2012.

Surber & Barber Architects, Inc., *Moses H. Cone Manor House: Historic Structure Report.* Atlanta, Georgia: National Park Service, February 20, 1996.

Weeks, Kay D, and Anne E. Grimmer. *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings*. Washington, D.C.: U.S. Department of the Interior, National Park Service, Cultural Resource Stewardship and Partnerships, Heritage Preservation Services, 1995.





As the nation's prinicpal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historical places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U. S. administration.

BLRI 601/124828 November 2013