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Historic Preservation Leading to Heritage Tourism as an Economic Development Strategy for  
Small Tennessee Towns

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A dissertation  
presented to  
the faculty of the Department of Educational Leadership and Policy Analysis  
East Tennessee State University

In partial fulfillment  
of the requirements for the degree  
Doctor of Education

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by  
Robert A. Justice  
December 2006

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Dr. W. Hal Knight, Chair  
Dr. Michael Marchioni  
Dr. Jasmine Renner  
Dr. Terrence Tollefson

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Keywords: central business district, downtown redevelopment, downtown revitalization,  
economic development, historic preservation, heritage tourism

## ABSTRACT

### Historic Preservation Leading to Heritage Tourism as an Economic Development Strategy for Small Tennessee Towns

by

Robert A. Justice

Historic preservation has been a successful economic development tool that has led to heritage tourism in some Tennessee towns but not in others. The problem studied was to determine if there was a set of tangible attributes a town must possess to be successful in using historic preservation as an economic development tool. Through an extensive literature review, 59 predictor variables were identified and arranged into 6 research questions looking at the tangible attributes related to town demographics, geography, organizational structure, historic preservation organizations, heritage tourism organizations, and town financial structure. Data were collected from a mailed survey of 32 town managers. The response rate was 68.8% ( $N = 22$ ). Secondary sources, such as U.S. Census data, were used to collect data when those sources appeared consistent and mandatory. The study used logistic regression analysis to compare successful towns, defined as those towns in the upper third of study towns for tourism expenditures per capita, with less than successful towns. The 32 study towns met the criteria of having a 2003 population of fewer than 10,000 and a nationally-recognized historic district that coincided with the towns' central business districts. The results of the logistic regression analysis on the individual predictor variables indicated that 5 were statistically significant—median age, distance to a major city, restaurant beer sales, Grand Division, and merchants' association. Constraining the final predictive model (Garson, 2006) to no more than 1 variable per 10 cases

led to the inclusion of median age and merchants' association as the 2 predictor variables that provided the highest predictive value of correctly classified towns (95.8%). In summary, this study is inconclusive in determining whether historic preservation leads to heritage tourism and can be used as an economic development tool by small Tennessee towns. However, it has been established that 5 attributes or characteristics of small towns does contribute to the probability of success and that median age and the existence of a merchants' association proved to be the best predictive model.

## DEDICATION

To my wife, Susan, thank you for your love and support during our 33 years of marriage; without you, I could not have done this.

To my children, Carl (and Tabby) and Lisa, let this be a reminder, you are never too old to learn.

To my granddaughter, Katelyn Mackenzie (and others to follow, I hope), may the school years ahead of you be filled with joy and wonder.

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## CHAPTER 1

### INTRODUCTION

Historically, the economic development efforts of small towns have focused on the recruitment of manufacturing branch plants (Center for Best Practices, 2003; Tomaskovic-Devey & Johnson, 1996). Their success was because of the positive economic benefits received by the recruited businesses such as access to a large pool of unskilled and low skilled labor and the corresponding low wage rates associated with that type of employment; a non-union workforce, except mining; the low cost of land; and economic incentives provided by local and state governments (Tomaskovic-Devey & Johnson). Manufacturing employment, as a percent of total employment, has seen a significant decline and in January 2004 “was its lowest since July 1950” according to a Congressional Budget Office report (Brauer, 2004, p. 1). This employment decline was because of the declining number of new branch plants created as well as the relocation of existing branch plants overseas (Jensen, 1998). Yet, despite this decline in both the number of branch plants and manufacturing employment, the economic development efforts of many small towns continue to be focused on the search for branch plants with the hoped for result of an announcement by state and local economic development organizations of a large job creation industrial project (Appalachian Regional Commission, 2001).

A locally-based, internal growth strategy may be a solution to the problems associated with the difficulty of attracting a new branch plant to a community and the retention of existing branch plants that have been experiencing declining employment. This type of economic development strategy relies on the expansion of existing business and the creation of new locally-owned businesses. As Tomaskovic-Devey and Johnson (1996) noted, “The answer for economic development strategists may be a more sophisticated growth-from-within strategy” (p. 13). However, an Appalachian Regional Commission report implied that this strategy has been

tried less than successfully when it stated, “Appalachia has made some strides, but remains caught in a cycle of low levels of entrepreneurship, low growth among existing firms, and a continued over-reliance on branch facilities as economic engines” (Appalachian Regional Commission, 2001, p. 2). This would seem to indicate, then, that small towns must find an economic development strategy that does not rely on branch plants and manufacturing employment.

In addition to the decline in manufacturing employment, many small towns have had to contend with the problem of the decline and decay of their downtowns or central business districts. During the last quarter of the 20th century, the central business district (CBD) of many small towns were decimated by the building of four-lane bypasses and the ensuing building of big-box retailers, or supercenters, on these high traffic routes (Moe, 1995). As was usually the case, small locally owned businesses, within the community, and especially those in the CBD were forced out of business by these mega-stores. For those communities that were not fortunate enough to see the establishment of their own supercenter, the new four-lane highways connecting them to their larger neighbors and their supercenters were sufficient to do the job of killing the downtowns of the smaller communities (Arnold & Luthra, 2000; Childs, Greenstreet, & Witt, 1997; Eckenstahler, 1995).

An alternative to the traditional economic development strategy of industrial recruitment for small towns in Tennessee needs to be found. Tourism may offer an alternative to the practice of industrial relocation. According to Harrill and Potts (2003), “As one of the world’s largest industries, tourism has the capacity to improve the material life of communities that have lost traditional industries as trade barriers have fallen” (p. 233). Tourism is the second largest industry in Tennessee, generating nearly \$10 billion in expenditures—revenues received by local

communities from tourists—in 2000 (Department of Environment and Conservation, 2003, p. 43). In 2003, direct, domestic tourism expenditures were \$10.6 billion in Tennessee. Including international travel expenditures and indirect expenditures, total tourism expenditures in Tennessee amounted to \$16.9 billion (Travel Industry Association of America, September 2004, p. 1). So, tourism development may offer an economic development alternative for small towns.

It has been suggested that a more specific option for some small town economic development might be heritage (cultural) tourism (Cass & Jahrig, 1998; Department of Environment and Conservation, 2003; Dickinson, 1996; Jamieson, 1993). A small town's history and culture often provided a marketable tourism product. "Nothing is more unique to a location than its history, and if that history is of widespread interest, then a location has the potential to become an important tourist destination" (Department of Environment and Conservation, 2003, p. 43).

Tennessee has a number of towns known for their culture and heritage. One town in particular, Jonesborough, has recently been added to the National Trust for Historic Preservation's List of America's Dozen Distinctive Destinations (National Trust for Historic Preservation, n.d.a, "Dozen Distinctive Locations"). Known as Tennessee's oldest town, Jonesborough was the location of Andrew Jackson's famous duel. Since 1973, the town has been the site of an annual storytelling festival and has become the home of the International Storytelling Center (National Trust for Historic Preservation, n.d.a, "Dozen Distinctive Destinations"). Franklin, another historically significant Tennessee city, with a 1990 population of approximately 22,000, is another example of historic preservation resulting in downtown redevelopment and revitalization. Jordan (1992) reported that 20 years ago, Franklin, population then 10,000, had a typical downtown that consisted of discount furniture and appliance stores

and a five and dime store. Most stores were converting their storefronts to aluminum facades in an attempt to modernize. Main Street had lost its charm. Today, Franklin is an upscale community with people who live in the historic downtown, “not because they have to but because they want to” (p. 34). So, small towns in Tennessee can take advantage of what they currently have that makes them unique—their local history and culture.

Downtown is where this history and culture located. According to Rypkema (1999), “downtown and historic resources are nearly synonymous” (p. 7). Baer (1995) described the “central city core” as the location of most of a town’s historically significant buildings (p. 87). “Even in smaller towns, the ‘main street’ commercial area is where the older public and institutional buildings, such as city halls, post offices, banks, social halls, and churches can be found” (Office of Archaeology and Historic Preservation, 2003, p. 12). It would appear that downtown is the primary location of a small town’s history and culture. Heritage tourism, defined simply as “a destination with a story” (Cass & Jahrig, 1998, p. 12), may be an economic development strategy that replaces industrial recruitment while at the same time addresses the problem of the decline and decay of the central business districts of small towns in Tennessee.

“Metaphorically speaking, historic preservation is the sea in which the fish of heritage tourism swims” (Department of Environment and Conservation, 2003, p. 43). In other words, historic preservation is an economic development tool that can lead to heritage tourism via the redevelopment and revitalization of central business districts. One measure of success of an economic development program is the creation of jobs (Cox, Daily, & Pajari, 1991, p. 325). Several researchers (Leithe & Tigie, 1999; Office of Archaeology and Historic Preservation, 2003; Rypkema, 1994, 2001) have demonstrated that historic preservation projects created more jobs than manufacturing, road building, or new construction. Additionally, historic preservation

projects have increased property values and the tax base for small towns (Brabec, 1993; Leichenko, Coulson, & Listokin, 2001; Leithe & Tighe).

A key component to success in tourism development, particularly heritage tourism, then would be historic preservation (Department of Environment and Conservation, 2003, p. 43). Historic preservation becomes a tool for not only the redevelopment of the downtown area of many small towns but also the revitalization of those historic downtowns that have been neglected because of economic development efforts resulting in four lane highways that bypass downtowns and cause or facilitate the subsequent moving of retail activity to new, high-traffic areas (Childs et al., 1997). Historic preservation has been shown to have a positive economic impact on a community by preserving old buildings, especially historic residential neighborhoods (Leichenko et al., 2001; Silver, 1991). Historic preservation of specific buildings, particularly residential buildings through the renovation process, has contributed favorably to the tax coffers of some small towns in Tennessee. For this type of tourism to occur the town must have a history or culture worthy of attracting visitors and the primary strategy towards this objective is historic preservation.

#### Statement of the Research Problem

Historic preservation has been a successful economic development tool that has led to heritage tourism in some Tennessee towns but not in others Tennessee has a number of small towns that have established a historic district that coincides with the central business district—downtown. Some of these towns have highly successful revitalized downtowns because they are attracting local residents, (heritage) tourists, or a combination of both groups. Other towns have tried to revitalize their downtowns and not been as successful. The problem for this study, then, was to determine if there was a set of tangible attributes a small town must possess in order to be

successful in using historic preservation as an economic development tool that would lead to heritage tourism.

The purpose of this study was to determine if an economic development model could be established that related 59 historic preservation, heritage tourism, and town demographic predictor variables found in the literature review to the heritage tourism outcome variable of tourism expenditures per capita. The proposed model was applied to Tennessee towns that have a central business district that coincides with a nationally-recognized historic business district.

### Research Questions

Some Tennessee towns with historic business districts have been successful in implementing an economic development strategy of historic preservation that has led to heritage tourism and others have not. The tangible factors that determine success have not been identified. For the purpose of this study, towns ranked in the upper third of tourism expenditures per capita were deemed to be successful.

It was, therefore, hypothesized that a model could be established that identified historic preservation related attributes and town characteristics that predict successful heritage tourism. The attributes and characteristics were addressed individually, within one of six categories established by the research questions, and as a whole. An additional research question was studied. The seventh research question focused on the determination of other outcome variables beyond the ones selected to be used in this study.

1. Are the socioeconomic and demographic characteristics of successful towns significantly different from less than successful towns?
  - a. Is there a relationship between a town's designation as a county seat and success?
  - b. Is there a relationship between a town's population and success?
  - c. Is there a relationship between a town's median age and success?
  - d. Is there a relationship between a town's per capita income and success?

- e. Is there a relationship between a town's percentage of population with more than a high school education and success?
2. Are the physical and geographic attributes of successful towns significantly different from less than successful towns?
- a. Is there a relationship between the existence of a general merchandise "big-box" retailer inside the town limits and success?
  - b. Is there a relationship between the distance from the historic business district and the nearest general merchandise "big-box" retailer and success?
  - c. Is there a relationship between the existence of an indoor shopping mall inside the town limits and success?
  - d. Is there a relationship between the distance from the historic business district and the nearest indoor shopping mall and success?
  - e. Is there a relationship between the distance from the historic business district and the nearest four-lane U.S. Highway and success?
  - f. Is there a relationship between the distance from the historic business district and the nearest Interstate Highway interchange and success?
  - g. Is there a relationship between the distance from the historic business district and the nearest major commercial airport and success?
  - h. Is there a relationship between the distance from the historic business district and the nearest city with a population greater than 50,000 and success?
  - i. Is there a relationship between traffic volume (count) on the "main street" of the historic district and success?
  - j. Is there a relationship between the number of hotel/motel rooms inside the town limits and success?
  - k. Is there a relationship between the number of hotel/motel rooms inside the historic business district and success?

- l. Is there a relationship between the occupancy rate of hotel/motel rooms and success?
- m. Is there a relationship between the number of bed and breakfast inn rooms inside the town limits and success?
- n. Is there a relationship between the number of bed and breakfast inn rooms inside the historic business district and success?
- o. Is there a relationship between the occupancy rate of bed and breakfast inn rooms and success?
- p. Is there a relationship between the number of eating establishments inside the town limits and success?
- q. Is there a relationship between the number of eating establishments inside the historic district and success?
- r. Is there a relationship between on-premise restaurant beer sales inside the town limits and success?
- s. Is there a relationship between restaurant liquor-by-the-drink inside the town limits and success?
- t. Is there a relationship between the Tennessee Grand Division in which the town is located and success?
- u. Is there a relationship between the town's location within a Metropolitan Statistical Area and success?
- v. Is there a relationship between the year the town was founded and success?
- w. Is there a relationship between the year the town was incorporated and success?
- x. Is there a relationship between the year that the historic district was placed on the National Register of Historic Places and success?
- y. Is there a relationship between the percentage of commercial buildings in the historic district that are vacant and success?

3. Are the town's organizational structures of successful towns significantly different from less than successful towns?
  - a. Is there a relationship between the town's employment of a town administrator (manager) and success?
  - b. Is there a relationship between the employment of an economic development director and success?
  - c. Is there a relationship between the employer of the economic development director and success?
  - d. Is there a relationship between employment status (full time/part time; paid/unpaid) of the economic development director and success?
  - e. Is there a relationship between the employment of a tourism director and success?
  - f. Is there a relationship between the employer of the tourism director and success?
  - g. Is there a relationship between employment status (full time/part time; paid/unpaid) of the tourism director and success?
  - h. Is there a relationship between a town's active participation in the national Main Street Program and success?
  - i. Is there a relationship between a town's designation as a "certified local government" and success?
  - j. Is there a relationship between the town's enactment of historic zoning regulations and success?
  - k. Is there a relationship between the size of the town's historic zoning commission and success?
  - l. Is there a relationship between the existence of a locally-controlled Chamber of Commerce and success?
  - m. Is there a relationship between the existence of a formally organized downtown merchants' association and success?

- n. Is there a relationship between the existence of a locally-owned newspaper and success?
  - o. Is there a relationship between the existence of a locally-owned bank and success?
  - p. Is there a relationship between the existence of a locally-owned radio station and success?
4. Are the structure and number of historic preservation organizations of successful towns significantly different from less than successful towns?
- a. Is there a relationship between the existence of a formally organized historic preservation organization and success?
  - b. Is there a relationship between the number of historic preservation organizations within a town and success?
  - c. Is there a relationship between the percentage of the town's population that are members of the historic preservation organization and success?
  - d. Is there a relationship between the organization's employment of an executive director and success?
  - e. Is there a relationship between employment status (full time/part time; paid/unpaid) of the executive director and success?
5. Are the structure and number of heritage tourism organizations of successful towns significantly different from less than successful towns?
- a. Is there a relationship between the existence of a Tennessee Historical Commission site within the county and success?
  - b. Is there a relationship between the number of events, fairs, and/or festivals held in the historic business district and success?
  - c. Is there a relationship between the attendance at events, fairs, and/or festivals and success?

- d. Is there a relationship between the existence of a town Visitor Center and success?
  - e. Is there a relationship between the number of museums within the historic district and success?
6. Are the financial characteristics of successful towns significantly different from less than successful towns?
- a. Is there a relationship between the town's enactment of a hotel/motel tax and success?
  - b. Is there a relationship between the hotel/motel tax rate and success?
  - c. Is there a relationship between the size (per capita) of a town's tourism budget and success?
7. Are there additional outcome variables, as determined by survey respondents, which could be used to measure success of historic preservation, heritage tourism and economic development?

### Significance of the Study

This study is a broad-based, multivariate analysis of a small town's demographic characteristics, physical attributes, organizational structure, and financial structure that identify tangible factors that contribute to a successful economic development strategy of historic preservation leading to increased heritage tourism. The identification of success factors (highway access, number of motel rooms, employment of a tourism director, etc.) can be a guide to both preservationists and economic developers in terms of creating or building the requisite infrastructure needed to capture or increase their share of heritage tourism dollars thus increasing the economic impact of, or return on investment in, historic preservation activities designed to replace industrial recruitment as the town's economic engine. An added benefit of the redevelopment of the central business district is an economic revitalization of the historic

business district that increases the town's tax base by enhancing property values and increasing local sales tax collections.

Broad-based studies have not been found in the literature and as Robertson (1999) stated, "despite the importance, most of the professional and scholarly literature on downtown development has neglected small cities" (p. 270). The wide-ranging studies that do exist are not specifically devoted to historic preservation and heritage tourism. For example, Robertson studied small cities, population 25,000 to 50,000. He proposed 16 downtown development strategies only one of which was related to historic preservation. Cox et al. (1991) addressed the significance of a town's professional management (full-time town manager) and the existence of general, city-wide zoning ordinances, not historic zoning ordinances. Lawhead (1995), Childs et al. (1997) and Smith (2000) studied the National Main Street Program. Paradis' 1997 study looked at small town central business districts but limited his topic to a sense of place. Said's 1987 study was multivariate putting forth nine factors for successful historic preservation. However, his case study only looked at four large historic cities, all on the eastern seaboard.

#### Assumption

It is assumed that survey responses from the respondents will be honest and accurate, to the best of their ability.

#### Limitations

A limitation of this study is the time period of sales tax revenue and travel expenditures that were used. The year 2003 was used as the base period for this study. This time period included a severely depressed tourism economy because of travel restrictions following the September 11, 2001, terrorist attack on New York City and Washington, DC.

### Delimitations

For consistency in analysis, this study included only towns chartered or incorporated in Tennessee with a 2000 U.S. Census population of fewer than 10,000. Additionally, the towns must have a historic district that is listed on the National Register of Historic Places that coincides with the town's central business district.

### Definitions

For consistency of meaning and application of terms, the following definitions will be used through out this study.

1. Beer consumption (sales), on-premise: On-premise beer consumption (sales) includes the sale and consumption for beer in restaurants and other eating establishments. On-premise beer consumption is regulated by local ordinance.
2. Bed and Breakfast Inn: A Bed and Breakfast is defined by the Tennessee Department of Health as “a private home, inn, or unique residential facility” that provides one meal per day and has at least 4 but not more than 12 guest rooms. The innkeeper must reside on the property. (Department of Health, 2001).
3. “Big-Box” retailer: As described by Arnold and Luthra (2000) a large-format retailer is a “tall, single-storied, free-standing, metallic-like superstructure situated on a spacious asphalt parking lot” (p. 139). They went on to say that big-box retailers are most likely to be located on a major highway and can often exceed 100,000 square feet. Wal-Mart and K-Mart are two examples of big-box retailers found in small towns.

4. Central business district: The commercial business district is an aggregate, or collection, of meaningful objects including buildings, signs, people, and the streetscape in general (Paradis, 1997, p. 10).
5. Certified local government: Section 101 (c) (1) of the National Historic Preservation Act of 1980 provided that “local governments can participate with State Historic Preservation Officers in certain aspects of the program provided the local government has established and operates a preservation program which meets certain criteria” (Department of Environment and Conservation, 2003, p. 15). For the State of Tennessee the enabling legislation is codified in Tennessee Code Annotated, Title 13, Chapter 7, Part 4.
6. Commercial airport, major: For the purpose of this study, a major commercial airport is defined as providing regularly scheduled, commercial passenger flights and having Federal Aviation Administration controlled airspace.
7. Downtown merchants’ association: A downtown merchants’ association is an organization whose membership is predominantly business owners and managers of firms located downtown or in the central business district.
8. Economic development director: An individual working for the town whose primary responsibility includes recruitment of new business and industry and the retention of existing business and industry.
9. Event: Events, for the purpose of this study, are fairs, festivals, and other non-sports activities that are advertised and promoted locally, regionally, and nationally for the purpose of attracting residents and tourists to the downtown area. Examples would include, but not limited to, Bell Buckle’s RC & Moon Pie Festival, Jonesborough’s Music on the Square, and Rogersville’s Heritage Days.

10. Formally organized (entity): This term means that the entity is a corporation or limited liability company and chartered or registered with the Tennessee Secretary of State.
11. Grand Division: Tennessee has three geographic regions as established by Tennessee Code Annotated Title 4, Chapter 1, Part 2. They are the Eastern Division, Middle Division, and Western Division as shown in Figure 1. (Tennessee Blue Book Online: 2005-2006, 2006, p. 507).

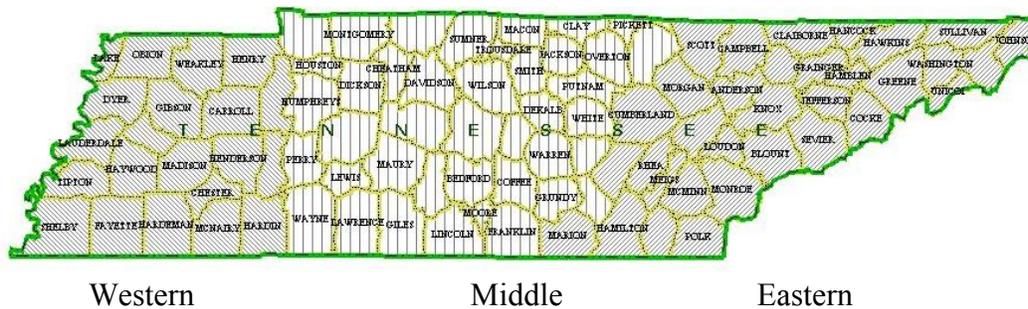


Figure 1. Grand Divisions of Tennessee. (Adapted from Tennessee Blue Book Online: 2005-2006, 2006, p. 507)

12. Heritage tourism: “The National Trust defines cultural heritage tourism as traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources” (National Trust for Historic Preservation, n.d.b, “Heritage Tourism”, p. 1).
13. Highway, four-lane U.S.: A four-lane U.S. Highway is part of the National Highway System. These are limited access highways that serve interstate and interregional travel. (Federal Highway Administration, DOT, 2003).
14. Highway, Interstate: Interstate highways are part of the Dwight D. Eisenhower National System of Interstate and Defense Highways. They are controlled access highways of four or

more lanes that are built to design specifications found in 23 U.S.C. 109(h). (Federal Highway Administration, DOT, 2003).

15. Historic preservation: “Historic preservation includes the architectural aspects of our heritage from buildings and other structures to historic sites and entire communities, heritage districts, and heritage corridors” (Snow, 1998, p. vii).
16. Historic preservation organization: A historic preservation organization is a private (non-government) organization whose primary mission is the preservation and protection of the historic and cultural assets of the community.
17. Historic zoning commission: “The commission is usually made up of from three to ten volunteers selected by the local government for their expertise or experience in matters related to preservation” (Gale, 1991, p. 325).
18. Historic zoning (regulation) ordinance: Generally, historic zoning ordinances “establish official boundaries around a historic area and provide for the creation of a commission to rule on individual applications to demolish or alter a property or to build a new structure in the area” (Gale, 1991, p. 325).
19. Hotel/Motel tax: This tax, also known as local option lodging tax, is established by Tennessee Code Annotated 67-4-1401. It is a tax levied by municipalities on the operators of accommodations for transients - hotel occupancy.
20. Locally-controlled chamber of commerce: The control of the organization is from membership that predominantly resides in the named community. For example the Rogersville/Hawkins County, Tennessee Chamber of Commerce would be, by definition, locally-controlled because the predominant membership comes for the Town of Rogersville. However, Jonesborough, Tennessee would not be, by definition, locally-controlled because it

is the smallest named member of the Johnson City-Jonesborough-Washington County Chamber of Commerce whose membership comes predominantly from Johnson City.

21. Locally-owned (bank, newspaper, radio station): The majority of the owners of the enterprise reside in the town or county in which the enterprise is located.
22. Median age: As used in this study, median age refers to the age, in years, of the town's population. The median age data were provided by the U.S. Bureau of the Census.
23. National Main Street Program: A program of the National Trust for Historic Preservation whose mission is to revitalize traditional commercial districts.
24. National Register of Historic Places: Section 101 of the National Historic Preservation Act authorized the Secretary of Interior to establish the National Register of Historic Places. It is composed of "districts, sites, buildings, structures, and objects significant in American history, architecture, archeology, engineering, and culture (Department of Environment and Conservation, 2003, p. 13).
25. Shopping mall, indoor regional: A large, multi-tenant facility that is characterized by centralized management, the existence of at least one national anchor store, and entrance to tenant stores opening inside the facility onto a common corridor. The market boundary established for this type of mall extends beyond town/county in which it is located.
26. Small town: Tennessee incorporated or chartered communities with populations of fewer than 10,000 persons based on U.S. Census Bureau 2000 statistics.
27. Tennessee Historical Commission: This agency is the primary agent of state government in the area of history and historic preservation. (Department of Environment and Conservation, n.d., "Tennessee Historical Commission", p. 1).

28. Tennessee Historical Commission site and landmark: A building or location owned and operated by the Tennessee Historical Commission.
29. Tourism: “Tourism is an ‘invisible’ industry, encompassing transportation, lodging, and entertainment. Unfortunately, tourism is also invisible to many planners, so tourism development is often left to private developers and leisure service providers” (Harrill & Potts, 2003, p. 233).
30. Town administrator (manager): These individuals are the most senior hierarchically, non-elected, full-time, executive employees of the town. Typically this is the Town Administrator or the Town Recorder.
31. Town historic preservation specialist: There may be multiple positions within a small town such as the executive director of a historic preservation organization or association, chair of the town’s historic zoning commission if the town has a historic district, the executive director of the town’s Main Street Program, the executive director of the town’s Downtown Development Authority, or the executive director of the town’s merchants’ association.

### Overview

This study will follow a traditional five-chapter format for dissertations. Each chapter will describe for the reader a major segment of the research process.

Chapter 1 provides the background information that identifies the key issues, defines the problem, and targets the research with the identification of the research questions. Additional information in this chapter includes the significance of this study and the definition of key terms and concepts.

Chapter 2 is the review of the literature. This chapter provides the context for the study by reviewing existing works related to the decline and subsequent redevelopment and revitalization of small town central business districts, economic development, historic preservation of buildings and districts, and heritage tourism.

Chapter 3 describes the methodology used in the research. It details the process used to define towns that are successful in using historic preservation as an economic development tool that has led to heritage tourism. Also found in the chapter are the procedures used to develop and test the survey questionnaire and a description of the study's population to which it was distributed. Data collection and analysis methods are presented in the chapter.

Chapter 4 describes the data obtained for each of the research questions along with an analysis of that data. The results of that analysis will be presented.

Chapter 5 includes conclusions and recommendations that may be drawn from the analyzed data.

## CHAPTER 2

### REVIEW OF LITERATURE

#### Introduction

This chapter provides a more detailed review of the background information that led to the development of this study. In many communities, large and small, the decline of the central business district, or downtown, has resulted in the decay of a significant part of cities and towns. This chapter reviewed, first, the reasons for this decline. Opportunities, or strategies, that have been used for redevelopment and revitalization were identified. Additionally, the challenges, problems, or conflicts related to downtown redevelopment and revitalization were identified. Then, previous and current economic development opportunities (strategies) and the challenges (problems and conflicts) were addressed. Historic preservation was revealed to be one economic development strategy that has led to the economic redevelopment and revitalization of central business districts in small towns. The opportunities (strategies) and challenges (problems and conflicts) of historic preservation were reviewed. Finally, it was shown, from information drawn from the literature that heritage tourism, with its opportunities and challenges, has been a positive economic development strategy that resulted from historic preservation.

#### The Decline of the Downtown Central Business District

An exact date marking the beginning of the decline of downtown or a community's central business district was not established in the literature; even the decade in which it began was unclear. What numerous researchers (for example, Hicks, 1999; Rypkema, 2003) did make clear is that, today, the central business district is not what it used to be. Prior to the 1990s,

according to Arnold and Luthra (2000), central business districts were thriving hubs of commercial and social activity.

The downtown area in a small city is not only a place where people shop, but also a place where people meet and interact with others. The city hall, the restaurants, the coffee shops, the park benches, the waterfront, theatres, and cinemas serve as avenues for cultural enrichment and relaxation. However, as more and more suburban peripheral retail establishments develop, more and more customers drive there and thus fewer and fewer people frequent the downtown area and engage in a social interchange (Arnold & Luthra, 2000, p. 9).

For Covina, California the decline in the downtown began much earlier.

Downtown [Covina, California] which is bisected by Citrus Avenue and spans just a few blocks, was a vibrant commercial corridor until businesses were drawn to suburban malls and shopping centers in West Covina and surrounding cities starting in the 1960s. By the 1970s the area was rundown, prompting the city to designate it a redevelopment zone in 1983 (Darmiento, 2002, p. 15).

Wagner (1995) pegged the beginning of the decline of downtowns to the end of World War II (p.

1)

The factors found to contribute to the decline were as varied as the dates marking its beginning. Wagner (1995) identified the several of the causes as “federal subsidies for highways, the 30-year low-interest mortgage, and inexpensive automobiles” (p. 1). Leistritz, Ayers, and Stone (1992) found that,

A number of factors have contributed to the declining market share of the smaller rural trade centers, beginning with improvements in rural roads and highways, followed by school consolidation (which led to decreased traffic to the towns that lost their schools), television sets in almost every rural home (which increased consumers’ exposure to new products and urban shopping centers), and more recently the expansion of urban and suburban malls, shopping centers and discount stores (which increasingly lure customers out of the rural areas) (p. 49).

They continued that no matter the cause, the loss of a major downtown store was devastating to the remaining local stores. They explained that the closing of local businesses eliminated jobs and income for local residents. This, they said, also led to a decline in the local tax base that was

available to these small towns. “Thus, the whole process can become a vicious cycle with economic, demographic, and public sector decline reinforcing each other” (Leistritz et al., 1992, p. 49).

During the decades of the 1960s and 1970s, the central business districts of many small communities were decimated by the building of four-lane bypasses and the ensuing building of big-box retailers, or supercenters, on these high traffic thoroughfares. As was usually the case, small locally owned businesses, within the community, and especially in the central business district were forced out of business by these “category-killers.” For those communities that were not fortunate enough to see the establishment of their own supercenter, the new four-lane highways connecting them to their larger neighbors and those supercenters was sufficient to do the job of killing the downtown of the smaller community (Arnold & Luthra, 2000; Childs et al., 1997; Eckenstahler, 1995; Moe, 1995). Childs et al. described the decline of many West Virginia towns.

In the early eighties, the West Virginia economy entered into a major recession. Significant job losses and associated income reductions meant that many West Virginia towns had significant losses of basic retail trade and business services. In addition, the expansion of the state interstate system resulted in relocation of economic activity to major road interchanges which were outside the central business districts. Finally, development of enclosed and strip malls as well as the arrival of major retail chains, such as Wal-Mart, Kmart, and others, put additional pressure on traditional town centered retail establishments (p. 14).

Continuing today, many communities face the challenge that Richard Moe, president, National Trust for Historic Preservation described in a 1995 speech at the Brookings Institute, “In many small towns, a single new superstore may have more retail space than the entire downtown business district. The retail center of gravity shifts away from Main Street” (Moe, 1995, p. 28).

These researchers provided a multitude of causes for the decline of the central business districts of many small towns. Two related factors appeared in the majority of literature sources. First was the building of highways (four-lane bypasses and Interstate Highways). The second factor was the shifting of business activity to peripheral areas. This meant the relocation of existing downtown businesses and the establishment of shopping centers, mall, and supercenters at those highway interchanges.

### Downtown Redevelopment and Revitalization

To counteract the problem of the decline of the central business district, some small towns embarked on an economic development strategy of downtown redevelopment. Much was done in an attempt to make the downtown area customer friendly—new streetlights were installed, trees and flowers were planted in containers, and other aesthetic enhancements were tried (Eckenstahler, 1995; Jordon, 1992). For example, Eckenstahler described redevelopment attempts in Michigan and other Midwestern states.

Sears, Penney's, and Wards, which historically served as attractors drawing customers to the Downtown Central Business District, have succumbed to the mass appeal of suburban shopping malls and discount merchandisers such as Wal-Mart and K-Mart. Many communities have sought to replace their 'customer attraction' in the Downtown by reorganizing their economy, constructing attractive streetscapes, renovating building facades and advertising for new retailers to fill vacated store spaces. Some efforts to attract new retailers into downtowns have proven successful. However, other efforts have not had similar results (p. 92).

Jordon (1992) told the story of Franklin, Tennessee.

Twenty years ago, when Franklin's population totaled about 10,000 and I-65 to downtown Nashville was still under construction, discount furniture and appliance stores and the Ben Franklin five and dime were typical retail outlets on Main Street, which was rapidly losing its historic charm to aluminum storefronts that covered the old brick with a veneer of attempted modernization. Merchants were fighting a losing battle with new shopping centers on the outskirts of town,

and the old residential areas around downtown were also suffering isolated casualties in the march of progress (p. 1).

He went on to say that Franklin breathed new life into its downtown with a \$2.6 million streetscape project, creating new sidewalks, tree plantings, and other amenities so the public spaces finally matched the elegant building restorations by private investors (p. 2). “From the small shops in the historic downtown to giant Cool Springs [shopping mall], business in Franklin is booming, giving residents the "best of two worlds, an old-fashioned small-town lifestyle and the tax revenue of a bustling contemporary economy” (p. 2).

### Downtown Redevelopment and Revitalization Challenges

Many challenges to downtown redevelopment and revitalization were found in the literature. Robertson (1999) stated that the construction of highways along with the increasing use of the automobile “made the centrality of functions offered by the downtown less important” (p. 274). He went on to say that many towns “began a pattern of disinvestment in downtowns” favoring commercial developments on the outskirts of town (p. 274).

The National Main Street Center (NMSC), an arm of the National Trust for Historic Preservation annually prepares a Trends Survey. *2000 National Main Street Trends Survey* reported the several challenges and problems encountered in central business districts. They included movie theatres closing, the continuation of sprawl (businesses relocation to peripheral areas), parking problems (real and perceived), government offices moving out of the central business district, and inadequate enforcement of building codes (National Main Street Center, 2001, pp. 5-6). Parking continued to be a challenge in 2001, according to the NMSC. For this reporting period, they included additional challenges of competition from big-box retailers, and

absentee building owners (NMSC, 2002, pp. 7-8). NMSC's survey for 2002 listed parking as a top problem for the third year.

For many years, the primary parking problem that most older commercial districts had was a parking management problem, rather than a parking supply problem. But it appears that a growing number of historic main street districts now have legitimate parking shortage—a reflection of the economic recovery main street districts have experienced in recent years (National Main Street Center, 2003, p. 5).

Competition from big-box retailers made the list for the second year (p. 6). New additions to the list for 2002 included the loss of long-established businesses and erratic shopping hours (National Main Street Center, 2003, p. 6).

Additional problems were found to negatively impact central business districts. Lawhead (1995) reported two major problems facing downtown business districts. First he said was the leakage of retail sales to new shopping centers or retail power centers located either on the periphery of downtown or in nearby towns. His second challenge to downtown redevelopment and revitalization was management or ownership structures. He stated that the big-box retailers and malls have a unified management structure. As he looked at businesses in the central business district, he remarked, “The challenge in revitalizing a rural downtown is that numerous small businesses are owned by an assortment of different individuals, all of whom have different strategies for success as well as often dramatically different rates of success” (p. 75). The conclusion he reached was “existing businesses are the building blocks towards a revitalized commercial center and if they are not doing well, no new businesses will consider opening in the area” (p. 77).

Spenser (1998) identified a small number of studies that addressed the impact that a business' physical appearance had on sales. The primary weakness of past studies, she said, was the proprietary nature of revenue data related to individual store sales. To overcome this

weakness she developed a case study methodology that selected a downtown business in five cities with a population range between 5,000 and 40,000 people. Two towns were in the 5,000 to 10,000 population range; two small cities were in the range of 10,000 to 20,000 people; and one town had a population of more than 20,000. The scope of improvements in common for the five studied firms was façade improvements, new signage/awnings, and interior improvements. Her results indicated that the physical improvements of downtown business property had a significant positive impact on sales revenue of the study group in terms of both above average sales for the individual stores and sales above average for all businesses in the area. The average annual percentage increase in sales was 10.6% before renovations and 23.0% after renovations (p. 8). “Based on these findings, one may conclude that there is a high probability that quality physical improvements will have a positive, recognizable impact on business performance—including an increase in gross sales” (Spenser, 1998, p. 1).

Robertson (1993, 1995) and Hicks (1999) included “pedestrianization” as a critical issue for central business districts. Gunn and Var (2002) emphasized the importance of pedestrianism to “travel targets” when they stated, “The great majority of travel attractions are enjoyed on foot, outside the automobile, train, ship, or plane” (p. 54). Robertson stated,

High levels of pedestrian activity have characterized city centers for centuries. During the past thirty to forty years, however, the volume of pedestrians on downtown streets has steadily decreased to the point where Americans on foot constitute an endangered species. A myriad of interrelated factors have contributed to this decline. To accommodate motor vehicles, cities have narrowed their sidewalks to permit additional lanes of traffic. Insensitive building design, manifest in blank walls and parking ramps and a decrease in street-level shops and activities have undermined the attractiveness of downtown streets for pedestrians. Greater distances between buildings and activity centers have made downtowns less walkable (Robertson, 1993, p. 361).

Hicks concurred, remarking,

Pedestrian activity is key to increased social interaction in any downtown setting. How that pedestrian activity leads to increased commerce for downtown storefronts depends on the overall design of the downtown area. The transition people make from being in automobiles to walking on the sidewalk depends on parking spaces and how far they are from local shops. This circulation pattern is a continuum that converts automobile drivers into pedestrians and then back to drivers (Hicks, 1999, p. 2).

Robertson (1995) included perceptions of downtown travel. He stated that respondents cited two reasons related to perceived downtown travel related problems. First was an ease of movement in downtown. Here, respondents, he said, compared downtown to the “traffic-free environment inside a suburban shopping mall” (p. 434). The second set of travel problems related to getting to town. Respondents reported problems that included “travel time, inconvenience, traffic congestion, safety anxieties, and parking” (p. 434).

#### Downtown Redevelopment and Revitalization Opportunities

In 1999, Robertson conducted a two-phased national survey of 108 cities in 47 states for an evaluation of 16 downtown redevelopment strategies. Phase 1 was a mailed survey sent to planning departments from which he achieved a 53% response rate having received 57 completed surveys. His second phase was the development of five case studies. A summary of Robertson’s survey findings can be found in Table 1. Nearly 88% of the respondents surveyed stated that historic preservation was a strategy to be used for downtown redevelopment and revitalization.

Table 1

*Summary of Robertson's 16 Strategies and Survey Results*

Robertson's Strategies	Robertson's Table 4: Strategy Utilization (n)	Robertson's Table 5: Strategy Success (mean)	Robertson's Table 6: Plan to Implement (n)
Historic preservation	50	3.32	24
Nightlife; entertainment	49	2.80	19
Main Street approach	44	3.57	10
New office development	44	3.52	17
Pedestrianization improvements	42	3.36	13
Tourism	42	3.20	11
Downtown housing	39	3.03	23
Traffic circulation changes	37	2.81	11
Transit improvements	32	2.91	5
Parking facilities	20	3.20	10
Waterfront development	18	3.47	19
Pedestrian malls	17	2.53	1
Centralized retail management	13	3.18	6
Convention center	10	3.40	10
Indoor shopping center	9	2.89	2
Sports stadium; arena	5	3.33	2

Source: Robertson, 1999, pp. 276-277.

Of this, he said, "It logically follows, therefore that cities would take advantage of the heritage, architecture, tradition, and natural setting intrinsic to downtown to reestablish and enhance the distinctiveness of downtown" (Robertson, 1999, p. 275). While historic preservation rated in

seventh place for successful strategies (mean of 3.32 on a five-point Likert-type scale), it also ranked highest on the list of strategies planned for future activity.

### Main Street Program

The Main Street Program of the National Trust for Historic Preservation received many accolades for the success it brings to downtown redevelopment and revitalization (Robertson, 1999; Rypkema, 1994). “No model of economic development has been more consistently effective than the ‘Main Street approach’ of the National Trust for Historic Preservation” (Rypkema, 1994, p. 18). According to the National Trust for Historic Preservation’s website ([http://www.nationaltrust.org/main\\_street](http://www.nationaltrust.org/main_street)), the nation’s largest central business district revitalization organization is the National Main Street Center. Created in 1980, communities seeking Main Street designation make application to the state’s Main Street Coordinator and subscribe to the Center’s “Main Street Four-Point Approach.” The four points described were 1) organization, 2) design, 3) promotion, and 4) economic restructuring.

Lawhead (1995) provided four justifications for the Main Street program. First, he said that “without the design component, the Main Street approach resembles any other economic development program” (p. 76). He then added, “without the promotion and economic restructuring components it resembles a museum project” (p. 76). His third justification for the program was that individual businesses existed only within the context of the central business district (p. 76). His fourth and final justification for the program was that efforts in one of the four points reinforced the other three points (p. 76).

Lawhead’s concept that businesses existed only within the context of the central business district was supported by several authors, but not without conflict. According to Robertson

(1995) “the office sector is a critical component in the vitality of American downtowns....The office sector is the focus of the ‘corporate center approach’ to redeveloping downtowns” (p. 433). Hicks (1999) disagreed.

As the major retailing functions moved to the suburban areas, the freeway interchanges and larger cities, business offices begin to occupy the vacant storefronts. While these businesses may perform useful functions and have their place in a healthy mix of downtown activities, their location, in spaces once occupied by stores can have a deadening effect on the entire central business district. Offices generate little foot traffic, for example. And when they occupy storefronts, they tend to have dull, uninteresting windows—if people are even able to see inside (p. 1).

Kelly (1996) described the “typical small town central business district” as including offices, restaurants, government offices, and “many types of retail establishments” (p. 57).

The Main Street program’s success was measured in the literature using several approaches. Kelly (1996) stated that “older certified towns reported a higher rate of filling vacant property” (p. 57). Childs et al. (1997) stated that “active efforts” toward retaining existing businesses and attracting new firms created the successful Main Street program (p. 14).

Rypkema (1994) was much more specific in his description of Main Street program’s success.

The concept is simple—economic development through historic preservation. In the first 20 years of applying Main Street nationally, Main Street communities created 206,000 net new jobs, saw the creation of 52,000 new businesses, benefited from the rehabilitation of thousands of buildings, and realized a total of \$15.2 billion in investment. Most impressively, for every dollar invested in Main Street by the public sector, \$25 was invested by the private sector nationally (p. 18).

Smith (2000) conducted a study of the Kentucky Main Street program for the 18-year period, 1979 through 1997. The purpose of the study was to determine the factors found within Main Street communities that lead to classifications of active (success) or inactive (failure) (p. 6). She stated,

It is hypothesized that successful economic revitalization depends primarily on the size and relative location of the Main Street community. It is postulated that some communities are simply too small or too close to larger competing centers to experience successful downtown revitalization (p. 6).

She identified 17 predictor variables (pp. 66-69) that she inserted into a logistics regression model to predict an active or inactive status for the community (p. 60). Her analysis found two variables that contributed to the success of a community in the Main Street program. They were location and leadership (p. 128).

### Economic Development

“Economic development has become synonymous with better jobs, a higher standard of living, and increased opportunities for young people who will enter the workforce” (Cox et al., 1991, p. 325). This definition was endorsed by Brauer (2004) as he described the decline in manufacturing employment. Historically, the primary economic development strategy used by rural and small towns to achieve the benefits of better jobs, higher incomes, and increased opportunities was the recruitment of manufacturing branch plants (Center for Best Practices, 2003; Tomaskovic-Devey & Johnson, 1996). However, in recent years, this strategy has proved unsuccessful for many small towns (Appalachian Regional Commission, 2001; Brauer, 2004; Jensen, 1998). Rypkema described the plight of many of the small towns’ unsuccessful attempts at economic development.

It is rather sad to drive along a country road and see a faded billboard announcing “Smallville County Industrial Park” sitting in the middle of 160 acres purchased years ago in starry-eyed certainty that “if we build it they will come.” Well, 30 years later they have not come. And since more than 30,000 other local development groups also dream of attracting one of the fewer than 500 major new industrial facilities built or relocated annually, they are unlikely to come. This is particularly true considering the scarce resources available to most rural areas and the vast sums being spent to lure the few new facilities elsewhere (Rypkema, 1994, p. 19).

Pages (2003) indicated that many of these issues remain today. “Fast-forward to 2003: we find that many of these old economic anchors no longer exist or have been greatly weakened” (p. 1). He also stated that globalization and new technologies had made it easier for many manufacturers to move overseas.

### Economic Development Challenges

According to the Center for Best Practices (2003), “America’s rural areas and small towns face unique and difficult challenges in the 21st century economy” (p. 1). These rural areas, they reported, did not possess the needed amenities to attract professional workers, professional-level workforce, and customers and suppliers. They also listed as economic development challenges “poverty, geographic isolation, infrastructure deficiencies, poor links with metropolitan and global markets, weak community infrastructure for business development and growth, and flight of human capital to metropolitan regions” (p. 1). The Center continued to identify challenges to economic development by adding rural areas are smaller markets with fewer residents, rural and small town populations tended to be poorer and older, and the location of colleges and universities were in metropolitan areas.

Kelly (1996) stated, “Non-home-owned businesses such as Wal-Mart rarely bank locally, send their profits back to the home office, and generally have less interest in the community” (p. 58). Shively (1997) reported that a significant challenge for small towns was the changed economic development leadership structures brought about by the decline in local business ownership. He specifically addressed the out-of-town ownership of the newspaper and banks when he stated, “the managers of these businesses owe their loyalty to outside firms, not the community” (p. 43). The trend of increasing out-of-town ownership of traditionally home-

town businesses continues today according to Pages (2003). “Bank consolidations have led to the closure of many local banks, and the rise of Wal-Mart and other big box retailers have made life more challenging for Main Street businesses” (p. 1).

Shively (1997) proposed seven principles that had assisted small towns in reorganizing their economic development organizations in response to these challenges. First, he said that the economic development organization should include all groups in the process. “Economic development has emerged from a single focus on recruiting new industry to a panoply of activities, including capacity building, vocational education, retention and expansion, entrepreneurship, grantsmanship, home-based businesses, environmental compatibility, and others” (p. 44). His second principle is to “encompass all economic development efforts in the community” (p. 44). Here, he suggested that a small town needed a single point of contact for all activity related to economic development. His rationale for this was that small towns could not afford more than one organization and that “turf protection” could be reduced if the efforts are not fragmented (p. 44). “Both the formal power structure (elected and appointed officials) and the informal power structure (behind-the-scenes leaders who strongly influence community decisions) must be included in the governing body,” was Shively’s third principle (p. 45). “Principle 4: The governing body must have a high degree of autonomy, i.e., be able to take independent action without specific approval of a participating group such as the chamber of commerce or city government” (p. 45). The need for new blood is the fifth principle. Continuity of membership is important but new blood should be added to the program to keep it fresh. “It is in the private sector that turnover becomes a problem. The economic development organization provides excitement, prestige, public recognition and a real sense of accomplishment” (p. 45). “Principle 6: The governing body must meet regularly and frequently, preferably once a week....

If the participants don't have the dedication to commit to weekly meetings, the program, as a result, probably will fail" (p. 45). The organization must be adequately funded was Shively's final principle. "Insufficient funding is one of the most frequent causes of failed economic development programs. Too many organizations spend more time raising money than they do performing their missions" (p. 45).

Cox et al. (1991) identified additional challenges to economic development in small towns. They collected information relative to the economic development approaches and practices of small cities and rural counties in Georgia because, as they said, "almost all the economic development literature is based on research into the experiences of large urban, suburban, and metropolitan areas" (p. 304). They used as their sample the 51 small cities and 67 rural counties identified in the National Small Government Research Network. The research vehicle was a mailed survey, from which they obtained a 60% response rate that consisted of 31 small towns and 39 rural counties. Their significance level was set at an alpha of .10. The study discovered several significant findings. First, successful economic development efforts included planned meetings where action on economic development was taken; it was "more than passing lip service to the subject" (Cox et al., p. 305). Second, the meetings were attended by a broad cross-section of the community. The most often represented groups included the Chamber of Commerce, elected government officials, bank representatives, development authority staff, and the local media. Another approach that they studied was the use of ordinances, codes, and planning documents in economic development. In this area, they found that small cities were more likely than rural counties to have both zoning ordinances and building codes. A second major finding within the area of codes and ordinances was the common problem cited by respondents for a lack of enforcement of those ordinances and codes (p. 312). They also found that planning documents were severely lacking in the areas of strategies and methods for economic development and business retention (p. 315). Their final conclusion of significance was that the existence of a professional town manager had a major positive impact on the quality

of planning. “One might reasonably conclude that the scope and quality of local economic development plans in small town rural America are enhanced by the employment of professional staff” (Cox et al., p. 318).

Another economic development challenge found was the recruitment of new retailers for location within the central business district. Eckenstahler (1995) conducted research on behalf of Allegan, Michigan to identify a program to recruit new retailers to the central business district (CBD) after it was left empty by business migration to the outskirts of town. He developed a 15-question survey that was mailed to Michigan’s 86 non-metropolitan communities that had a downtown development authority. His response rate was 37% or 32 completed and returned survey forms (p. 92). “The results clearly indicate that retail economic development is limited in scope, poorly funded, and understaffed in comparison to the difficulty of ‘luring’ a major new retailer into the Downtown Central Business District” (p. 92). His findings of significance included the response that 78% of the communities did not have a written business recruitment plan for the CBD. A majority of the communities (55%) did not have a paid staff. Thus, he recommended that cities have adequate personnel and funding to carry out a recruitment plan for the CBD. To support existing CBD businesses he suggested that communities schedule periodic festivals, celebrations, and sales “designed to draw people together in the downtown to participate in various civic and social functions but also to participate in the Allegan shopping experience” (p. 93).

### Economic Development Opportunities

Leistriz et al. (1992) sought to determine the opportunities available to small towns based on the strategies they employed to maintain a thriving retail economy. To determine successful towns, they used secondary data sources from sales tax reports, *Survey of Buying Power*, and Retail Business Censuses for 1982 and 1987. They also surveyed town clerks concerning downtown vacancy rates of buildings and new business starts. Their analysis of the

secondary data resulted in the selection of 37 towns in three states; all were in the population range of 500 to 5,000 inhabitants.

Commonalities included all were 1) small to moderate-sized trade centers; 2) located on a federal highway, all but one located within 30 mile from an urban area with a population of 50,000 or more; 3) represented a variety of economic bases; and 4) 15/37 were county seats (p. 50).

Following the selection, 10 interviews per study town were conducted. The general observations developed by Leistriz et al. included that 1) rural communities are dynamic, 2) there is no “ideal community,” and 3) each had similarities in the issues that they faced (p. 53). Their study’s findings were categorized into five topical areas: 1) organizational techniques, 2) business financing, 3) business recruitment, 4) promotional activities, and 5) critical needs of the business community (p. 50). Several organizational techniques were employed by successful towns. “The more successful towns generally appeared to have stronger community organizations and better local cooperation” (p. 50). Other organizational techniques included a strong Chamber of Commerce, with a paid staff and city and county government cooperation that generally pooled their resources to hire a full-time development coordinator. The most surprising finding came in the area of business finance. Leistriz et al. reported that, according to successful business owners, they had no problem in obtaining financing from local banks. Not surprising was the fact that “capital restrictions were found to be a problem for new or aspiring business people” (p. 50). Business recruitment strategies for the retail sector primarily targeted stores that had been recently lost. Some recruiting of non-competitive stores took place. “The study results cast some doubt on the wisdom of this approach” (p. 51). Expectedly, most small towns concentrated on industrial recruitment—relocation. Some of the towns were successful at this method. “However, industry and jobs do not guarantee the success of the retail sector” (p. 51). A promotional campaign to encourage local shopping was evident in most towns. Many of these promotional

activities revolved around a local event or festival. A hometown newspaper (and locally-owned radio station) was found to be essential to a community's promotional success. "When the local paper was owned by a syndicate, residents often complained that not enough attention was given to local events" (p. 51). The final topic for the study's findings was the critical needs of the business communities. Economic diversification was the most common concern (p. 52). Nearly all communities expressed the need to "broaden the community's economic base so that it is not so dependent, and susceptible to fluctuations in any one sector" (p. 52). Also included as critical business needs were 1) a community-wide strategic approach to economic development; 2) local banking and bank hours—"when the bank closes at 3:00 p.m. or is closed on Saturday, retail losses result" (p.52); 3) highways, sanitary sewers, schools, and medical facilities; 4) transferring ownership from retiring business owners to the next generation; 5) attract and retain good employees—"like customers, many good employees gravitated to larger towns to seek alternative employment" (p. 52); and 6) lack of access to start-up and expansion capital (p. 53).

Lenzi (1996) advocated a "hybrid community economic development model called the Entrepreneurial Community (EC) approach" (p. 16) in response to existing economic development challenges. His model emphasized 1) a comprehensive focus, 2) participatory private-public partnerships and planning, 3) targeted projects, 4) an entrepreneurial mode of operation, "including being creative with deal-closing financing" (p. 16), and 5) results-based accountability (p. 16). The EC approach, according to Lenzi, should not exclusively focus on industrial recruitment. Instead, it should include existing business, tourism, and downtown revitalization to "seize upon the most beneficial and feasible opportunities regardless of sector" (p. 16). Lenzi included private-public partnerships "purposefully reversing the traditional phrase to demonstrate the importance of the private sector in terms of public opinion and financial

resources” (p. 17). The comprehensive focus and private-public partnerships were essential to the development of “concrete targeted projects...that the ‘man or woman in the street’ can understand” (p. 17). These targeted projects must produce employment, payroll, or wealth creation (p. 17). The entrepreneurial mode of operation was defined as “opportunities are not only identified through normal market analysis, but that possibilities are also created through imaginative action” (pp. 18-19). The “real test” of the EC approach, according to Lenzi is the “measurable results produced in the form of employment, income, payroll, public investment, new infrastructure, public facilities, and so on” (p. 19).

### Historic Preservation

The earliest date attributed to a historic preservation activity was 1816 when protesters forced the city of Philadelphia to spend \$70,000 to purchase and restore the old Pennsylvania State House (Independence Hall) as a historical landmark (Asabere & Huffman, 1994, p. 398). Charleston, South Carolina has been given credit for being the first city in the United States to enact a historic district ordinance in 1931 (Harrill & Potts, 2003, p. 236). New Orleans soon followed with the adoption of its historic district ordinance in 1937 (Gale, 1991, p. 325). Listokin and Lahr (1997) reported that the federal government “authorized by the 1935 Historic Sites Act began identifying nationally significant landmarks on the National Register of Historic Sites and Buildings” (p. 18).

Said (1987) reported that historic preservation had four purposes. First, it provided educational opportunities for current and future generations. Second, historic preservation provided recreational facilities. Said’s third purpose was the inspiration of community pride. The fourth purpose was economic. “Old and historic buildings, sites, and structures are often valuable

resources which with appropriate management can provide the stimulus for initiating or sustaining overall economic development” (p. 2).

Sable and Kling (2001) described the purpose of historic preservation as having a double public good (p. 87). “The double public good model informs us that single-side policies [supply-side versus demand-side] that concentrate on one variable or the other [experience of historic assets versus access to historic assets] will not maximize social welfare” (p. 88). The maximization of social welfare came from balancing the economic or market justifications of jobs created, increases in property value, and economic growth with the cultural or non-market justifications of aesthetics, cultural and existence values (p. 77).

Brabec (1993) stated that the value of historic preservation came from three sources: 1) property value, 2) tourism expenditures, and 3) jobs and spending that resulted from rehabilitation (p. 5). Additionally, Brabec described three types of value that had been applied to historic resources: 1) antique value, 2) architectural value, and 3) historical value (p. 5).

### Historic Preservation Challenges

Several researchers found problems with or conflicts to the concept of historic preservation. For example, Bovard (1994) stated that historic preservation “started with laudable goals” that saved some important buildings (p. 1). He continued that “the movement seems to have acquired a momentum of its own, sometimes to the chagrin of ordinary people whose homes are declared national treasures” (p. 1). Gale (1991) commented that some property owners have fought historic designation to avoid steep increases in property taxes (p. 325).

One of the significant challenges to historic preservation is gentrification. According to Atkinson (2000), “gentrification-induced displacement” has occurred when the more affluent

created higher rents and housing prices because of historic preservation rehabilitation (p. 307). Connor (2004) stated that safeguards should be put in place to insure that local residents are not forced out of areas due to “culture-led regeneration initiatives” (p. 13).

Another challenge to historic preservation found was a change in property values after historic designation had occurred. Bauer (1996) and the [Tennessee] Department of Environment and Conservation (2003) debated the belief, that preservationists hold, that historic designation increases property values while property-rights advocates said property values declined with historic designation. Bauer provided the most compelling description of the issue.

Studies conducted by preservationists and property rights activists have attempted to prove that property values in historic districts are affected by landmark designations. Almost without exception, the preservationists hope to show that property values increase, while champions of property rights expect to see substantial devaluation as reflected both in real value of the property and the perception that landmarked properties are more difficult to administer (and, ultimately sell). Neither group has managed to produce persuasive and irrefutable arguments (p. 1).

The Department of Environment and Conservation (2003) identified several additional challenges for historic preservation. For example, the Department indicated that newcomers to the community drove the historic preservation activities in some towns. This created problems for those activities if long-time residents were not included (p. 19). Another challenge mentioned by the Department was the enactment of historic zoning ordinances without a “real commitment to the program” (p. 20).

### Historic Designation

Authors have identified three governmental jurisdictions that can create a historic designation. They include national, state, and local designation levels (Brabec, 1993; Gale, 1991). The National Historic Preservation Act of 1966 established the National Register of

Historic Places, which currently, consists of 78,000 listings that are comprised of 1,200,000 individual resources (National Register Information System, n.d., “Using the NRIS”). In Tennessee, the Tennessee Historical Commission listed and maintained 15 state landmarks (Department of Environment and Conservation, 2003, p. 17). Tennessee Code Annotated, Title 13, Chapter 7, part 4 (first passed in 1965 and amended in 1982) provided that “local county and municipal governments may adopt legislation to establish special historic districts or zones and to regulate the construction, repair, alteration, rehabilitation, relocation, and demolition of buildings within such districts” (Department of Environment and Conservation, 2003, p. 19).

Gale (1991) reported that the strength of local historic preservation ordinances vary from town to town and state to state (p. 325). “The strength of their legislation and the level of political support for their ideals” determined the effectiveness of the local regulations (p. 325). He stated, also, that a National Register listing provided the property owner with prestige but offered few “controls influencing the use and enjoyment of [the] property” (p. 328).

Bauer (1996) stated that a national historic designation did “nothing more than recognize that the building contributes to the historical development of a community” (p. 1). He identified the purpose of local designation as the vehicle that ensured buildings within the area maintained their historical character (p. 2). The Office of Archaeology and Historic Preservation (2003) stated, “many people believe that listing a resource on the state or national register protects it from being significantly altered or demolished. It does not. Such programs are honorary distinctions but they provide few protections” (p. 13).

There appeared little debate among the researchers concerning the fact that local historic designation increased property values (Gale, 1991; Leichenko et al., 2001; Leithe, 1993; Leithe & Tigue, 1999). Leichenko et al. (2001), plainly stated, “results suggest that, in most cases,

historic designation is associated with higher property values” (p. 1). Bennett’s 1998 study of four historic neighborhoods in Knoxville, Tennessee concluded, “local and national historic designation appears to be good for everyone” (p. 12). Morton (2000) also studied historic residential neighborhoods in South Carolina. She studied nine communities ranging from small towns to large cities (p. 2). This study, “confirmed that historic district status has positive impacts in both the short and long-term” (p. 2).

### Historic Preservation Opportunities

Historic preservation has been found to provide opportunities for a town’s economic enhancement (Asabere & Huffman, 1994; Coulson & Leichenko, 2001; Rypkema, 2001, 2003).

As Paradis (1997) stated,

Small towns found it difficult to maintain their business districts as important community centers, given that economic restructuring has undermined the traditional economic and social roles of main street. In the face of past decline, communities across the United States are in the process of re-orienting their downtowns to new roles and functions. The process of downtown revitalization often involves the conservation of historic resources in an effort to attract tourists as well as local residents (p. iii).

His qualitative study investigated three small and mid-sized, Midwestern cities that depended, to varying degrees, on tourism as the communities’ economic bases. His predominantly case study approach concentrated on the “role of place attachment or sense of place,” held by local residents and interest groups, as a change agent for downtown revitalization (p. iii). He posed that the community’s sense of place would be reflected in the demographic and social characteristics (age, income, education) of the community (p. 21). His conclusions, specific to small towns, indicated that local residents of smaller towns had a greater place attachment than the residents of larger cities (p. 227). To this end, he predicted that “small town business districts will most

likely never serve as the important retail trade centers they once were” (p. 233). But, if transformed by a community’s sense of place, the central business district could provide “an alternative for a largely suburban society” (p. 233).

Baer (1995) conducted an empirical study of historic preservation based upon an “uneasy alliance” between city planners and preservationists (p. 82). He looked at the proportion of properties eligible for designation (greater than 50 years old) to the number of properties listed as architecturally historic (pp. 89-90). He concluded that the national norm of listed properties to eligible properties was 5.5% (p. 90). “There is implicit in this data an indicator for evaluating current local preservation practice against the national experience, that is, has the community done ‘enough’ with regard to historic preservation?” (p. 90).

Rypkema (1994, 1999, 2001, 2003) has written extensively on the positive economic impact of historic preservation. His 1994 book, *The Economics of Historic Preservation: A Community Leader’s Guide* listed 100 reasons historic preservation made sense, many of which were supported by other writers (Coulson & Leichenko, 2001; Leithe, 1993; Leithe & Tigue, 1999). Rypkema (1994) specifically tied historic preservation to small town economic development strategies (pp. 18-19).

Historic preservation created more jobs than other economic development activities. For example, the Office of Archaeology and Historic Preservation (2003) found that preservation projects included 70% labor charges while labor in new construction accounted for 50% of the project costs (p. 11). Rypkema (1999) reported that \$1 million spent on rehabilitation of historic Maryland buildings created 3.2 more jobs than a comparable \$1 million new construction project (p. 1). Leithe and Tigue (1999) reported that from 1992 to 1997, historic preservation projects in Georgia created 7,550 new jobs (p. 1). Listokin and Lahr (1997) found that \$1 million in historic,

nonresidential rehabilitation created 38.3 jobs while non-historic nonresidential rehabilitation created 36.1 jobs (p. 16).

Childs et al. (1997) identified three economic impacts that historic preservation had on local economies in West Virginia. First, they said, “historic preservation may increase property values” resulting in enhanced property tax revenues for the towns. Secondly, historic preservation enhanced the central business district that led to increased retail sales, employment, income, and business retention. Finally, they linked an increase in the number of restaurants, hotels/motels, bed and breakfast inns, and cultural attractions to historic preservation activities (p. 2).

Historic preservation was found to lead to heritage tourism (Childs et al., 1997; Office of Archaeology and Historic Preservation, 2003). “Paradoxically, it is the intangible benefits of historic preservation, a sense of place, community pride, and a culturally and visually rich environment that make possible one of its most significant tangible benefits: heritage tourism” (Office of Archaeology and Historic Preservation, p. 12).

### Tourism Development

In Tennessee, tourism was the state’s second largest industry, generating nearly \$10 billion in expenditures in 2000 (Department of Environment and Conservation, 2003, p. 43). According to the Travel Industry Association of America (2004), domestic and international travelers spent \$552.1 billion in the United States and \$10.8 billion in Tennessee in 2003 (pp. 3, 10). Listokin and Lahr (1997) reported that the travel industry accounted for 6% of the gross domestic product of the United States (p. 58).

## Tourism Challenges

Various researchers have established several challenges to tourism development. Pages (2003) reported that unplanned tourism became “unwieldy and unmanageable” (p. 157). Bruce, Jackson, and Cantalops (2001) said, “the distribution of power and responsibility [for tourism planning] often brings conflict between politicians, administrators, different levels of government, and the public and private sectors” (p. 23).

Harrill and Potts (2003) studied tourism in Charleston, South Carolina. They concluded that tourism’s negative impacts could outweigh the benefits and that the existence of a historic district could “magnify these negative effects” (p. 233). They identified five negative tourism related impacts: 1) unsafe traffic conditions resulting from increased traffic and horse-drawn carriages, 2) increased crime, 3) drug addiction and alcoholism, 4) lack of public restrooms and inadequate commercial area sanitation, and 5) lack of commercial parking (p. 234, 236).

Keith, Fawson, and Chang (1996) hypothesized in their study of recreation as an economic development strategy in Utah that a “tourist-based development strategy over traditional resource extraction may be trading the long-run boom/bust employment cycles of those markets for the short employment cycles determined by tourist expenditures and the length of the annual tourist season” (p. 2). Their study examined monthly time-series non-agriculture employment in five industry sectors: mining, manufacturing, utilities, recreation and tourism (retail, wholesale, and services), and government (p. 3). County-wide employment data were examined and those counties whose employment in a sector exceeded one standard deviation of the mean monthly employment share for a particular sector were classified a “specialized in” that specific industry (p. 3). Then, “counties were determined to be tourist-dependent if the annual transient room tax collected was greater than 3% of the annual total personal income for the

county” (p. 3). They concluded “economic activities other than tourism and recreation may serve to balance the strong annual cycles from tourism” (p. 5). Another conclusion reached was those counties with balanced economies showed less employment variance (p. 5). Finally, they cautioned that planners and researchers must exercise restraint in recommending a tourism/recreation-based economy (p. 9). Gunn and Var (2002) support this conclusion.

A balanced economic base is more stable. When tourism and travel businesses provide the major economic input, the economy can fluctuate greatly with changes in the travel market. Industry and trade, combined with tourist businesses, provide the best balance of diversity (p. 51).

### Tourism Opportunities

Travel related revenues accruing to a community appeared to be the most significant benefit found in the literature (Brabec, 1993; Listokin & Lahr, 1997; Travel Industry Association of America, 2004). Brabec reported that the overall impact of tourism included a multiplier of 1.36 (p. 7). Listokin and Lahr reported an economic multiplier attached to tourism spending of between 2.0 and 2.5 times (p. 58). The Travel Industry Association reported that, “direct travel expenditures in Tennessee included 33% food service, 18% lodging, 16% auto transportation, 12% general retail trade, 11% entertainment and recreation, and 10% public transportation” (p. 11). Regardless of specific multipliers, “Tourism can enrich people’s lives, can expand an economy, can be sensitive and protective of environments, and can be integrated into a community with minimum impact” (Gunn & Var, 2002, p. 3).

Harrill and Potts (2003) noted that, “as one of the world’s largest industries, tourism has the capacity to improve the material life of communities that have lost traditional industries as trade barriers have fallen” (p. 233). They reported four benefits of tourism. Increased employment opportunities were the first benefit. The second benefit of tourism was income. This

included both increased wages and increased income from business sales. The increased employment and income resulted in the third benefit that was increased tax revenues for all levels of government. The fourth benefit found to result from tourism was an enhanced quality of life for local residents (p. 234).

As an example, Jamesport, Missouri was established in 1857 and incorporated in 1872. In 1953, the Amish started moving into the area and the town became the largest Amish community in the state. By the 1980s many of the local stores had closed and residents were shopping in three larger towns 10, 14, and 22 miles away. The Amish were resented by the local residents because they spent less than the non-Amish residents. Jamesport had few advantages to support economic development. It was located on a two-lane state highway, 16 miles east of the nearest U.S. highway and 23 miles west of the nearest Interstate highway interchange. The town had no bus service, airport, manufacturing, or industrial park. A local couple owned an antique store but did most of their sales at antique shows outside the area. They realized that additional antique buyers could be attracted to the town if there were more antiques from which to choose. They bought a bigger store and recruited additional antique businesses. Tourist started to visit Jamesport. However, the most frequent question was ‘where can we see the Amish?’ A community organization was formed. Because the Amish avoid photographs and outsiders, non-Amish local residents, in the traditional fashion with horse-drawn equipment and wood and kerosene appliances, operated an authentic, working Amish farm. The results were a revitalized downtown with antique, specialty, and crafts stores, three restaurants, two soda fountains, two bed and breakfast inns, and a small motel (Ipson, 1989, pp. 48-49).

Prideaux, (2002a) and Michael (2003) supported the concept of tourism-clusters as a means of attracting tourist. Prideaux stated that as the remoteness of a community increased the

scale of the attractions must increase (p. 381). Michael studied the role that antique firms played in creating domestic tourism in Australia which was a similar approach to that taken in Jamesport, Missouri (Ipson, 1989).

The findings implied that micro-markets of this type, when operated in a cluster formation, were actually capable of creating a tourism function (or destination) in their own right, and consequently, could deliver a range of accelerated economic and social benefits for some local economies. The intriguing element that lies embedded in this proposition arises from its micro-scale, with small communities retaining control of the development process (p. 133).

### Heritage Tourism

Heritage, according to Boyd (2002) is a complex term. “Heritage becomes that which society deems it to be, removing or obscuring those elements it considers not suitable to the tourist gaze” (p. 212). Cass and Jahrig (1998) defined the concept of heritage when they stated, “communities identify their historical and cultural resources and then develop these resources with the intent of sharing them with travelers” (p. 12). Boyd continued the discussion of complexity of the term heritage when he stated, “heritage has become synonymous with history” (p. 212). Dickinson (1996) said that history is more than a sign that says “George Washington Slept Here” (p. 14).

While heritage may be a complex term, several researchers found that the historic assets of a community had led to successful heritage tourism. For example, Gunn and Var (2002) stated,

Historic societies have recognized the value of mounting campaigns to preserve historic sites and buildings. In addition to protecting lands and structures, they have rebuilt and modified structures to adapt them to tourism. Retaining the historic patina of architecture, adaptations for visitors have been made... (p. 12).

Additionally, the Department of Environment and Conservation (2003) said, “nothing is more unique to a location than its history, and if that history is of wide spread interest, then a location has the potential to become an important tourist destination” (p. 43). Cass and Jahrig (1998) identified the concept of the uniqueness of a place as the attractor of tourist (p. 14). Boyd (2002) stated that local heritage tourism is based on “the uniqueness of the built fabric of places” (p. 214).

### Elements of Successful Heritage Tourism

Several researchers included additional factors or elements, beyond uniqueness, that are required for successful heritage tourism. Boyd (2002) identified four factors essential for successful heritage tourism that included authenticity, protecting resources, a learning environment, and partnerships between hosts and guests (p. 214). Several authors supported these elements (Cass & Jahrig, 1998; Prideaux, 2002a, 2002b; Rypkema, 2001).

Authenticity. Authenticity is central to heritage tourism, according to Boyd (2002, p. 221). Authenticity is most often “displayed in the architecture of main street” (p.224). Cass and Jahrig (1998) stated that a “unique and authentic attraction” may give tourist the desire to stay in town longer” (p. 12). Rypkema (2001) described the crafts industry of Western North Carolina. He said that these one and two person businesses added \$120 million to the state’s economy. What can be learned from North Carolina is that the “authenticity of the historic buildings adds to the sense of authenticity of the crafts products” (p. 3). Prideaux (2002b) supported this link stating that “authentic as an alternative to the staged and commodified” generated most of the interest in heritage attractions (p. 315).

Gunn and Var (2002) stated that authenticity is a desired design goal. “Travelers resent being promised attraction, services, and facilities only to be disappointed upon arrival...If historic architecture is promised, it should be generally available upon reaching the destination” (p. 347).

Protecting Resources. “Metaphorically speaking, historic preservation is the sea in which the fish of heritage tourism swim” (Department of Environment and Conservation, 2003, p. 43). Two views on the protection of resources were found in the literature. The first, discussed by Boyd (2002, p. 11), Harrill and Potts (2003, p. 235), and Rypkema (2003, p. 3), centered on the “culture-clash” between local residents and tourists. Harrill and Potts’ premise was that the “balancing of interests of residents with the city-wide interest in enhancing tourism as an economic development strategy” (p. 235). Their regression model found that the negative impacts were not significant, but that a significant model was developed for the economic benefits and cultural benefits (p. 240-241). Their conclusion was that proper coordination with “enhanced awareness of neighborhood impacts” should guide tourism planning (p. 242).

The other view, relative to protecting historic resources was sustainability. According to Pages (2003), unplanned tourism was “unwieldy and unmanageable” (p. 157). Bruce et al. (2001) developed quantifiable indicators that established “tourism carrying capacity” (p. 24). Their data consisted of visitor activities, visitor expenditures, income and employment generated from tourism, residents’ attitudes, investment plans, traffic volume and noise, and pedestrian movements (p. 24). Their model arrived at an “optimum” level of tourism for their study’s towns. Their conclusion was towns below optimum should actively market while towns above the optimum must “de-market” (p. 24).

Learning. There was a close relationship between learning and authenticity (Boyd, 2002, p. 226). Learning was imparted to the tourists through the way that they were “instructed and ‘told’ at sites that the authenticity of the attraction itself is maintained” (p. 226). Boyd’s methods of learning included museums, visitor centers, on-site displays, on-site literature, and information pamphlets (p. 222, 226). Gunn and Var (2002) discussed the importance of visitor centers. “Although much of the provision of information is outside the realm of physical planning, one form of traveler information linkage—the visitor center—is growing rapidly” (p. 54). They also stated that the visitor center can be the link between the automobile and pedestrianism (p. 56).

Visiting family, friends, beaches, and lakes were the most common tourist destinations, but “travelers are showing increased interest in educational experience while vacationing” (Dickinson, 1996, p. 13). Boyd (2002) suggested that tourists are “seeking new and different experiences beyond those provided by the ‘three S’s’ [sun, sand, and sea]” (p. 211).

As an explanation for this factor, Cass and Jahrig (1998) identified baby-boomers as the best educated generation in U.S. history and the fact that their children have graduated from college. These empty-nesters were looking for recreational activities that included museums and historical sites that included educational opportunities (p. 14). Listokin and Lahr (1997) quantified heritage tourists in New Jersey. They found that heritage tourists have “some college education” with an annual income of \$40,000 to \$45,000. Non-heritage tourists had less education and a lower (\$38,000) income (p. 67).

Building Partnerships. Community partnerships were an element found in the literature that was essential for successful heritage tourism (Boyd, 2002; Prideaux, 2002a). Boyd stated that partnerships had become part of the common-language of tourism and was linked directly to the concepts of cooperation, coordination, and collaboration all of which have led to sustainable tourism development (p. 223). The purposes of these partnerships, according to Boyd, were to: 1) increase the range of tourism products, 2) increase the quality of tourism products, 3) build business networks for information exchange and 4) to encourage joint ventures (p. 227). He added that a key element of these partnerships was the development of a community-based orientation program that gave local residents “the responsibility of making sure visitors understand and appreciate the unique opportunity they have in visiting [the town]” (p. 228).

Prideaux (2002a) stated that this largely ignored element was critical, especially for smaller communities (p. 382). He went on to say that the “community partnerships must, not only, represent the entire community, but also have technical skills to steer the project to completion” (p. 385). The qualities of these partnerships included the ability “to connect with the community, build trust, and adequately represent community aspirations” (p. 385). He cautioned community groups, “where rhetoric of self-interest expressed by community organizations and individual stakeholders is allowed to dominate, process objectivity may be lost and long-term viability jeopardized” (p. 385).

Accessibility. Prideaux (2002a, 2002b) has written extensively on tourism in outlying areas, specifically Queensland, Australia. He stated “the success of tourism in the periphery at the first order of magnitude is largely dependent on two factors: the presence of something worth visiting and the accessibility of the attraction” (2002a, p. 381). These issues, he went on to say

were aided by the second order magnitude issues of community partnerships, local infrastructure, and the public sector financing of some part of the local tourism industry (2002a, p. 381). To Prideaux, access was a function of distance and difficulty.

Prideaux (2002a) described an area's geographical and physical infrastructure requirements.

Two groups of infrastructure are required to support the establishment and nurturing of a tourism industry: physical infrastructure and tourism product infrastructure. Physical infrastructure includes hardware such as transport, communications, water, sewerage, health facilities, and education. Tourism product infrastructure is defined as the fabric of supporting tourism oriented businesses, which include attractions, accommodations, food and beverage service, shopping, recreation, entertainment, festivals, and sites of tourism interest. Without supporting tourism product infrastructure, attractions face a difficult task of attracting visitors, particularly where distance is a major consideration (p. 386).

The factors that Prideaux reported as needed for successful heritage tourism were supported, in part, by other researchers. For instance, Leistritz et al. (1992) and Childs et al. (1997) included distance from U.S. and Interstate highways as success factors. Ipson (1989) and Michael (2003) discussed the tourism product infrastructure, specifically, the role of a tourism cluster of antique dealers. Eckenstahler (1995) included the factor of events and festivals in his study. Prideaux (2002b) provided additional insight into heritage tourism in outlying rural areas in his second article. He added support for heritage tourism as a viable economic development strategy for rural areas (p. 313). He also included additional support for the need for public financial subsidies for rural heritage attractions (p. 314). He supported the notion that events tied to the heritage theme of communities were essential (p. 315).

Said (1987) included accessibility as a measure of success of heritage tourism based on historic preservation in St. Augustine, Florida; Savannah, Georgia; Charleston, South Carolina; and Williamsburg, Virginia. Individuals in each city were asked to rate the importance of

accessibility to success, using a five-point, Likert-type scale. A mean response was calculated for each of the four cities. The lowest mean score was found in Charleston at 4.05 (p. 128). The other three mean scores were relatively close at 4.41 for St. Augustine, (p. 51); 4.50 for Williamsburg, (p. 164), and 4.53 for Savannah, (p. 89).

### Summary

Downtown, central business districts have declined in importance as an economic region for many small towns (Arnold & Luthra, 2000; Childs et al., 1997; Eckenstahler, 1995; Hicks, 1999; Rypkema, 2003). Additionally, the economic development strategy of industrial recruitment and the relocation of manufacturing branch plants to rural areas have declined as a successful economic development strategy for rural areas and small towns (Appalachian Regional Commission, 2001; Brauer, 2004; Center for Best Practices, 2003; Jensen, 1998; Tomaskovic-Devey & Johnson, 1996).

An economic development strategy that was found to be an alternative to the “old view” of central business districts and manufacturing branch plant recruitment and relocation was found to include historic preservation (Gale, 1991; Leichenko et al., 2001; Leithe, 1993; Leithe & Tigue, 1999; Rypkema, 1994, 1999, 2001, 2003). According to several researchers (Boyd, 2002; Cass & Jahrig, 1998; Prideaux, 2002a, 2002b; Rypkema, 2001), historic preservation has led to heritage tourism.

It has been suggested that a more specific option for some small town economic development might be heritage (cultural) tourism (Cass & Jahrig, 1998; Department of Environment and Conservation, 2003; Dickinson, 1996; Gunn and Var, 2002; Jamieson, 1993). It is this premise, therefore that has led to the identification of the research problem: why are

some Tennessee towns successful with historic preservation as an economic development strategy that has led to heritage tourism while others are not?

## CHAPTER 3 METHODOLOGY AND PROCEDURES

### Introduction

This chapter describes the methods, procedures, and data used in this study. Also included in this chapter is information concerning the study's survey questionnaire's design, testing, and validation.

### Research Questions

Each of the seven research questions relied, to varying degrees, on primary and secondary data. A review of the research questions and the predictor variables are as follows.

Research question 1 had five variables related to the town's demographic characteristics. The data for these five variables were found, primarily, in the secondary data source, Census of Population—2000.

Research question 2 had 25 variables that were related to the physical and geographic characteristics of the town. Four variables, year town founded, year historic district placed on the National Register of Historic Places, the Grand Division in which the town is located, and whether or not the town is located within the boundary of a Metropolitan Statistical Area were from secondary sources. Data for the remaining 21 variables came from questionnaire responses.

Research question 3 was related to the town's organizational structure and had 16 variables. The data for three variables, town administrator, Main Street program participation, and certified local government status came from secondary sources. Data for the other 14 variables came from questionnaire responses.

Research question 4 was related to the town's historic preservation organizations. Data for this question's five variables came from questionnaire responses.

Research question 5 had five variables related to heritage tourism. Data for four variables came from questionnaire responses, while the variable of Tennessee Historical Commission Site located in the county came from a secondary data source.

Research question 6 was related to the financial characteristics of the town. The data for the three variables came, primarily, from questionnaire responses. The third variable, per capita tourism budget is calculated from primary (total tourism budget) and secondary data (population).

### Population

The population defined for this study was the senior town administrators in Tennessee chartered or incorporated towns having a U.S. Census population of 10,000 or fewer that had a historic business district that was listed on the National Register of Historic Places. Appendix A is a list, from the Tennessee Blue Book Online: 2001-2004 (2004), of Tennessee towns and cities that are chartered or incorporated. There were 348 incorporated or chartered towns and cities in Tennessee. Appendix B is a list of national historic districts in Tennessee. This list was developed from the National Register Information System (NRIS), National Register of Historic Places, National Park Service. NRIS is a searchable database of "78,000 districts, sites, buildings, structures, and objects that are significant in American history, architecture, archeology, engineering, and culture" (National Register Information System, n.d., "Using the NRIS"). This list identified 261 historic districts when searching in the state field for

“Tennessee” and the term “district” in the name field (National Register Information System [Data file], 2004, August 1).

Of all the towns and cities in Tennessee, 300 had a population of 10,000 or less. Of these 300, 58 towns had at least one historic district. The list of 58 small towns was sent to the Tennessee Historical Commission. Thirty-two towns were confirmed to have a historic district that coincided with the central business district (C. Stager, personal communication, January 6, 2006). The senior town administrators of these 32 towns, identified in Appendix C, was the population used for this study.

#### Defining Success: The Dependent Variable

The purpose of the proposed model was to assist local communities build a historic preservation infrastructure that led to the implementation of an economic development strategy of heritage tourism. The unit of measure for success, then, is tourism expenditures—revenue received by the local community from tourists. Because the model included towns with various populations, a per capita measure “standardized” the results across the various population ranges. The dependent variable for this study, then, became tourism expenditures per capita.

The Department of Tourist Development provided travel data for Tennessee Counties (Department of Tourist Development, n.d.a, “Sales Trend Report”). This multi-year report provided monthly tourist related sales data, at the county level, for the study period fiscal year 2003.

Successful towns, for the purpose of this study, must have a nationally-recognized historic district that coincides with the towns’ central business district. Additionally, successful

towns have tourism expenditures per capita that rank in the upper third of the total population of this study.

### Research Design

The purpose of the study was to develop an economic development model to be used by economic development and historic preservation professionals to enrich the economic well-being of their towns by enhancing tourism, in general, and tourism expenditures, in specific. The main questions of the study will address the identification of tangible attributes related to the towns' 1) demographic characteristics, 2) physical and geographic characteristics, 3) organizational structure, 4) historic preservation organizations, 5) heritage tourism characteristics, and 6) financial characteristics of the towns.

The study used logistics regression analysis to test the relevance and significance of 59 predictor variables. Multiple regression analysis has been used in several previous studies (Asabere & Huffman, 1994; Coulson & Leichenko, 2001; Harrill & Potts, 2003; Smith, 2000). Asabere and Huffman used regression analysis to determine that residential property located inside federally designated historic districts sell for a 26% premium (p. 401). Harrill and Potts (2003) used regression analysis to develop a model to assess the attitudes for economic and social benefits resulting from heritage tourism. Smith used logistics regression to develop her model of predicting success or failure in National Main Street Program participation.

According to Green and Salkind (2003), as well as Norušis (2002), multiple regression analysis is a tool that has been used to predict outcomes in the dependent (criterion) variable from many independent (predictor) variables. This is the objective of this study—the development of a predictor model that can be used to enhance tourism and tourist expenditures.

According to Norušis, “the most commonly used method for model building is a stepwise variable selection” (p. 533). This was the method that Smith (2000) used in her study of predicting success in the National Main Street program (p. 64). An advantage of this method was that it combined forward and backward variable selection; as predictor variables were added, those “whose importance diminishes, as additional predictors are removed” (Norušis, p. 533).

The data for this quantitative study were gathered from primary and secondary sources. The main secondary sources were the U.S. Census Bureau’s Census of Population—2000 and the Tennessee Blue Book—2001-04. These sources were used to collect data for town demographic characteristics. Additionally, the National Park Service maintains a searchable database, the National Register Information System, of historic districts, places, and landmarks. Secondary data sources were used, primarily, when the data collection methods appeared consistent and mandatory, collected by a governmental (federal or state) agency, or where compilations (lists) were prepared by (or for) a governmental agency.

Primary data were collected using a survey questionnaire. The questionnaire was a mailed survey sent to the senior town administrator in each of the 32 selected towns. This method of data collection was selected because of the geographic dispersion of the 32 selected towns. Also, the number of potential respondents made personal or telephonic interviews impractical.

### Survey Questionnaire Development

An existing survey questionnaire that met the needs of this study was not found during an extensive review of the literature. What were found in the literature were previous studies that addressed each of the 59 selected predictor variables independently, in small groups, or

suggested the variable for possible future study. Appendix D lists the 59 predictor variables, identifies the data collection source (primary or secondary), links the predictor variable to a specific survey question, and provides the literature review reference to the identified variable. The result of this activity was the development of a survey questionnaire. Appendix E is an example of the survey questionnaire.

The survey questionnaire was pilot tested to insure understanding and ease of administration by the recipients. The field test included two senior town administrators and two senior historic preservation specialists. They were asked to respond to the following administrative questions as well as responding to the survey, itself.

1. How long did it take to complete the survey?
2. What terms do you believe need to be defined or modified to ensure that respondents have the necessary information to respond?
3. Were the questions clear and precise? If not, which questions need to be improved? How would you suggest improving the question?

#### Survey Questionnaire Validity

Creswell (2003) discussed three types of validity—content validity, predictive validity, and construct validity (p. 157). For the purpose of this study, content validity was the most critical. The first method of validating the content of the survey questionnaire came from the literature review. Each of the 59 selected variables was found to be an important measure by at least one researcher. Content validity was established, also, by pilot testing the instrument. Field testers included two town senior administrators and two historic preservation specialists. These individuals read and responded to the questionnaire and answered the following questions.

1. Does the question address the topics of the study? If not, should it be restated or removed? If restated, how? If removed, why?
2. Are there any additional questions that should be asked that are not currently in the instrument?

To further determine the content validity of the instrument a State Historic Preservation Officer (SHPO) with the Tennessee Historical Commission was asked to review the instrument to answer the basic question, does this instrument's questions (predictor variables) measure success in the areas of economic development, historic preservation, or heritage tourism? The SHPO reviewer was asked, also, to identify additional predictor variables not in the original instrument.

#### Data Collection Procedures

Creswell (2003) identified a four-step process recommended for mailed surveys (pp. 158-159). This study will follow that basic process and adds the fifth step of follow-up telephone calls to non-responders.

Step 1 This step should be a pre-survey mailing of a short letter informing the recipient of the forthcoming questionnaire and its importance. This was accomplished on February 14, 2006.

Step 2 One week after the initial letter, the survey and a pre-addressed, postage-paid return envelope should be mailed to recipients. This was accomplished on February 21, 2006.

Step 3 Follow-up postcards should be mailed, 4 to 8 days after the mailing of the survey, to all recipients. This was accomplished on February 28, 2006.

Step 4 Three weeks after the second mailing (Step 2) a personalized letter with a handwritten signature should be mailed to all non-respondents. This was accomplished on March 10, 2006.

Step 5 Two weeks after the third mailing (Step 4) each of the non-responders should be contacted by telephone and encouraged to complete the survey. They should be given the opportunity to respond, telephonically, at that time. This was accomplished the week of March 27, 2006.

Examples of the correspondence to the respondents are provided in Appendix F.

Complete and usable returned questionnaires were input into Statistical Package of the Social Sciences (SPSS). Yes or no questions were coded “1” for yes and “0” for no. Each question had the option to answer “I do not know.” The respondents were asked to provide the name and contact information of an individual who would have the information to answer these questions. These individuals were contacted to obtain the information required to complete each questionnaire.

### Summary

Chapter 3 contains information about the study’s definition of success and population within the introduction section. Additional sections described the design of the research project; the development, validation, and use of the survey instrument; and a review of the research questions and the data to be collected for each variable assigned to it.

## CHAPTER 4

### DATA ANALYSIS

#### Introduction

In Chapter 4, the description of how the data were analyzed is presented. Preliminary data analysis efforts will be described first. In this section the method for calculating the outcome variable, successful towns, is discussed. Next, the data collection phase of the study is addressed. The final part of the first section is a review of and the elimination of several predictor variables.

The second analysis section of Chapter 4 is a review of each of the selected predictor variables, independently. Next, the predictor variables for each research question is analyzed as a group. Finally, the remaining predictor variables, combined by research question, is analyzed to determine whether a model predicting successful historic preservation leading to heritage tourism can be established.

#### Preliminary Data Analysis

##### Calculating Success

The outcome, or dependent, variable selected for this study was tourism expenditures per capita at the town level. A single source of this data could not be found. Therefore, the towns' tourism expenditures per capita had to be calculated.

The Department of Tourist Development (n.d.b, “Travel Generated Sales”) provided Microsoft Excel spreadsheets that included tourism expenditures at the county level, but a method to allocate these expenditures to the towns was required.

The Department of Revenue (n.d., “Collection Report by County”) provided state sales tax collections at the county level. The Tennessee Advisory Commission on Intergovernmental Relations (2004, September) provided state sales tax collections at the city level. The data from both reports used information for fiscal year 2003 (July 1, 2002 through June 30, 2003). These two reports allowed the computation of a ratio for town to county sales tax collections. This ratio, when applied to county level tourism expenditures, provided the calculation of tourism expenditures at the town level. Thus, when divided by the towns’ populations, tourism expenditures per capita were derived. The data and calculations can be found in Appendix G. Figure 2 is a graphical representation of tourism expenditures per capita based on town population.

For this study, successful towns were defined as those towns possessing tourism expenditures per capita that were ranked in the upper third of the selected population. The breakpoints for grouping tourism expenditures per capita into thirds were \$256.20 or below for the lower third and \$851.22 or above for the upper third.

## Tourism Expenditures

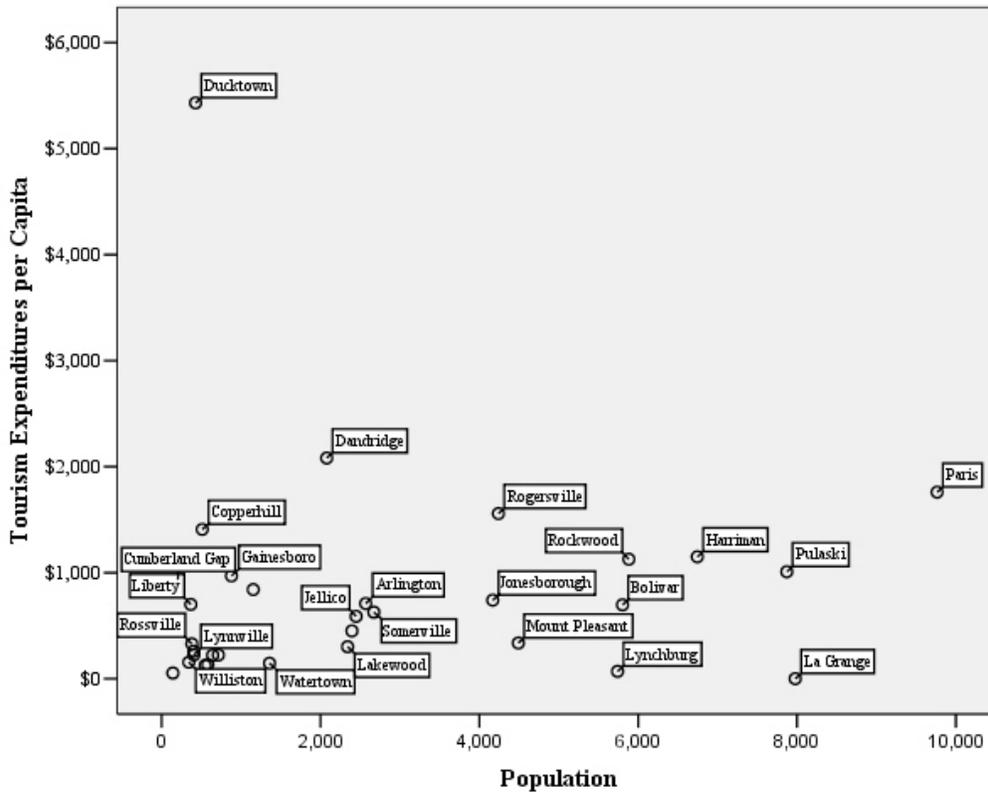


Figure 2. Tourism Expenditures per Capita at the Town Level.

Descriptive statistics for tourism expenditures per capita by success category and for the total population are listed in Table 2. The range of tourism expenditures per capita of less than successful towns was \$0.46 to \$841.09, with a median of nearly \$281. Successful towns, identified in Table 3, had a range of tourism expenditures per capita from \$933.17 to \$5,431.06, with a median of \$1,279.

Table 2

*Descriptive Statistics of Tourism Expenditures per Capita by Success Designation*

Group	N	M	SE
Less than successful towns	22	280.93	55.68
Successful towns	10	1742.86	426.68
All towns	32	792.71	176.63

Table 3

*Identification of Towns by Success Designation*

Success Designation	Town	Tourism Expenditures per Capita
Successful	Copperhill	1,408.61
	Cumberland Gap	933.17
	Dandridge	2,081.63
	Ducktown	5,431.06
	Gainesboro	970.05
	Harriman	1,150.17
	Paris	1,759.66
	Pulaski	1,009.46
	Rockwood	1,126.86
	Rogersville	1,557.86
Less than Successful	Allardt	221.96
	Arlington	709.13
	Bell Buckle	260.10
	Bolivar	696.96
	Bulls Gap	224.01
	Charlotte	841.09
	Hartsville	451.24
	Jellico	588.45
	Jonesborough	741.10
	La Grange	0.46
	Lakewood	301.76
	Liberty	701.12

(Table 3. continued)

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Success Designation Town	Tourism Expenditures per Capita
Lynchburg	69.63
Lynnville	224.61
Mount Pleasant	336.67
Normandy	53.70
Petersburg	132.93
Rossville	328.80
Somerville	627.20
Wartrace	125.29
Watertown	146.30
Williston	155.83

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#### Data Collection

Both primary and secondary data were used for this study. Secondary data sources were governmental publications, documents, and reports. Primary data were obtained from town managers using a mailed questionnaire. The data source for each predictor variable can be found in Appendix D.

A questionnaire, mailed to town managers, was used to collect data not readily available from published sources. Thirty-two town managers were mailed surveys on February 21, 2006. Following the methodology described in Chapter 3, a follow-up postcard reminding town managers to complete the questionnaire was mailed on February 28, 2006. A third contact letter and second survey was mailed to non-responders on March 10, 2006. Two weeks later, during the week of March 27, non-responders to the third mailing were telephoned to solicit their participation. Additionally, those who did respond but did not answer all questions were contacted for additional information. Twenty-two (68.8%) of the surveys were returned.

Of the 59 predictor variables, data for 15 (25.4%) came from secondary data sources. Data for all 32 towns were available from these sources.

### Preliminary Data Analysis: Predictor Variable Elimination

At this early point in the data analysis, it became evident that several predictor variables should be eliminated from this study. There were three reasons that a variable was selected for removal from the study at this stage.

The first reason for removal was inconsistencies in data responses. In the questionnaire mailed to town managers, question 20 asked, “In what year was your town founded?” A similar predictor variable, the year the town was incorporated or chartered, was identified in the literature (Baer, 1995) and a secondary data source (Tennessee Blue Book Online, 2004) was available for this variable. There were 18 responses to question 20 related to the year the town was founded. Of those 18 responses, six, or 33.3%, identified the year the town was founded to be the same as the year the town was incorporated or chartered. The inconsistency was revealed by five town managers (27.8% of the responses) reporting that their town was founded several years after it was incorporated. Because a similar predictor variable was available (year incorporated) the year town founded variable was eliminated.

The second reason a predictor variable was removed during the preliminary data analysis phase was that there was no variation in responses. Survey question 3 asked, “Was there an indoor, regional shopping mall within your town limits?” All respondents indicated that there were no malls within their towns. A second predictor variable sought to determine whether or not a town’s active participation in the National Trust for Historic Preservation’s Main Street

program contributed to success. None of the 32 study towns were active in this program of the Trust. Therefore, these two variables were eliminated.

The third reason a predictor variable was eliminated during the preliminary data analysis phase was because of an insufficient response rate. The number of valid and the number of missing responses for each of the 59 predictor variables can be found in Table 4. Missing responses are defined as not having any response after at least one telephonic follow-up inquiry with the respondent. Those variables with a response rate of 50% or less (missing responses equal to or greater than 16) were removed. Ten predictor variables were eliminated for this reason.

Table 4

*Number of Valid and Missing Responses by Research Question*

Research Question Predictor Variable	Valid	Missing
<b>Research Question 1</b>		
County seat	32	0
Population	32	0
Median age	32	0
Per capita income	32	0
High school education – percent	32	0
<b>Research Question 2</b>		
Big-box retailer	22	10
Distance to Big-box	22	10
Shopping mall	22	10
Distance to mall	22	10
Distance to four-lane highway	22	10
Distance to interstate highway	22	10
Distance to commercial airport	22	10
Distance to major city	22	10
Traffic volume	11	21*
Hotel/motel rooms in town	21	11

(Table 4. continued)

Research Question	Valid	Missing
Predictor Variable		
Hotel/motel rooms in district	21	11
Hotel/motel occupancy rate	9	23*
B&B rooms in town	22	10
B&B rooms in district	22	10
B&B occupancy rate	7	25*
Eating establishments in town	22	10
Eating establishments in district	22	10
Restaurant beer sales	22	10
Liquor by the drink sales	22	10
Grand Division location	32	0
MSA location	32	0
Year town founded	18	14
Year town incorporated/chartered	32	0
Year historic district placed in NRHP	32	0
Building vacancy rate	19	13
Research Question 3		
Administrator	32	0
Economic development director	22	10
Economic development director's employer	6	26*
ED director's employment status	6	26*
Tourism director	22	10
Tourism director's employer	6	26*
Tourism director's employment status	6	26*
Main Street Program	32	0
Certified Local Government	32	0
Zoning regulations	22	10
Zoning commission size	22	10
Local Chamber of Commerce	22	10
Local merchants' association	22	10
Local newspaper	22	10
Local banks	21	11
Local radio station	22	10
Research Question 4		
Historic preservation organization	22	10
Number of HPOs	22	10
Per capita membership in HPOs	8	24*
Historic preservation director	11	21*

(Table 4. continued)

Research Question Predictor Variable	Valid	Missing
Historic preservation director's employment status	6	26*
Research Question 5		
State historic site in county	32	0
Number of events	21	11
Event attendance	21	11
Visitor center	22	10
Number of museums in town	22	10
Research Question 6		
Hotel/motel tax	32	0
Hotel/motel tax rate	32	0
Tourism budget per capita	21	11

\* Variable removed at preliminary data analysis stage

Of the 59 original predictor variables 13 were eliminated during the preliminary data analysis phase. The number of predictor variables listed by research question, before and after preliminary data analysis, is identified in Table 5. Forty-six predictor variables were analyzed to determine their contributions towards the success of towns in their endeavors to attract tourism expenditures.

Table 5

*Comparison of the Number of Predictor Variables by Research Question, Before and After Preliminary Data Analysis*

Research Question	Before	After
1 Socioeconomic and demographic characteristic	5	5
2 Physical and geographic attributes	25	20
3 Town organizational structures	16	11
4 Historic preservation organizations	5	2
5 Heritage tourism organizations	5	5
6 Town financial characteristics	3	3
Total	59	46

### Data Analysis

This section first explores, individually, the statistical significance of each of the 46 predictor variables as they relate to their assigned research question. This analysis is followed by the analysis of each of the six research questions to determine whether the research question’s topic, i.e., research question 1 addressed the towns’ socioeconomic and demographic characteristics, resulted in statistically significant differences between successful and less than successful towns. The final analysis is the combination of statistically significant variables to determine if a model can be developed which predicts success at historic preservation leading to heritage tourism.

Data analysis for this study used logistic regression analysis as the primary method of determining whether a model could be developed that predicts success (increased tourism expenditures per capita) from the 46 predictor variables that remained after the preliminary data analysis phase. According to SPSS Regression Models™ 13.0 [Electronic] (2004),

Logistic regression is useful for situations in which you want to be able to predict the presence or absence of a characteristic or outcome based on values of a set of

predictor variables. It is similar to a linear regression model but is suited to models where the dependent variable is dichotomous (p. 3).

Garson (2006) stated, “binomial (or binary) logistic regression is a form of regression which is used when the dependent is a dichotomy and the independents are of any type” (p. 1).

Additionally, he explained that, unlike other regression techniques, the dependent variable is converted into a “logit variable (the natural log of the odds of the dependent variable occurring or not” (p. 1). Thus, the logistics regression calculates a probability for an event occurring, or, in equation form:

$$\text{Log odds of the event occurring} = B_0 + b_1X_1 + b_2X_2 \dots + b_iX_i,$$

where  $B_0$  is the constant,  $b_1 \dots b_i$  are the logit coefficients (called regression coefficients in multiple regression analysis) for independent (predictor) variables  $X_1 \dots X_i$ . Unlike multiple regression analysis that uses least-squares to estimate a predicted value of the dependent variable from observed values of the independent variables, logistics regression seeks to maximize the log-likelihood (LL) that the observed values of the independent variables may predict the odds of the occurrence of the dependent variable (Garson, 2006).

Parameter estimates ( $b$  coefficients) are logits of explanatory variables used in the logistic regression equation to estimate the log odds that the dependent variable equals 1 (binomial logistic regression).... For the dichotomous case, if the logit for a given independent variable is  $b_1$ , then a unit of increase in the independent variable is associated with a  $b_1$  change in the log odds of the dependent variable (the natural log of the probability the dependent = 1 divided by the probability that the dependent = 0) (Garson, p. 9).

Garson further stated, “the most common way of interpreting a logit is to convert it to an odds ratio....In SPSS, odds ratios appear as ‘Exp(B)’” (p. 9). Assuming the odds ratio  $\text{Exp}(B) = 5.612$  for independent variable  $X_1$ , the interpretation would be that when  $X_1$  increases by one unit the odds that the dependent =1 increases by a factor of 5.6 times when other variables are controlled.

### Analysis of Individual Predictor Variables

Individual predictor variables were studied to determine their statistical significance for determining success, as defined as being able to generate tourism expenditures. According to Garson (2006), the Wald statistic is “commonly used to test the significance of individual logistic regression coefficients for each independent variable” (p.7). Further, “The researcher may well want to drop independents from the model when their effect is not significant by the Wald statistic” (p. 7). The results of the logistic regression analysis for each of the 46 predictor variables are shown in Table 6. Using an alpha of .05, five independent variables were found to have statistically significant regression coefficients (logits). These include median age of the town’s population ( $b = .295, p = .019$ ), the town’s distance to a city with a population greater than 50,000 ( $b = .066, p = .047$ ), the existence of on-premise, restaurant beer sales ( $b = 2.457, p = .018$ ), the Grand Division in which the town is located ( $b = -1.786, p = .015$ ), and the existence of a merchants’ association in the town ( $b = 3.178, p = .012$ ).

Table 6

#### *Results of Logistic Regression Analysis for Individual Predictor Variables*

Research Question Predictor Variable	B	SE	Wald	Exp(B)	Sig.
RQ 1: Are the socioeconomic and demographic characteristics of successful towns significantly different from less than successful towns?					
County seat	1.224	.812	2.273	3.400	.132
Town population	.000	.000	2.490	1.000	.115
Median age	.295	.126	5.482	1.344	.019*
Median Income	.000	.000	1.111	1.000	.292
Percent of population with greater than high school education	-.021	.039	0.294	.979	.587

(Table 6. continued)

Research Question	Predictor Variable	B	SE	Wald	Exp(B)	Sig.
RQ 2: Are the physical and geographic attributes of successful towns significantly different from less than successful towns?						
	Big box retailer in town	1.792	1.258	2.028	6.000	.154
	Distance to big box retailer	-.025	.038	0.454	.975	.500
	Distance to mall	.026	.031	0.724	1.027	.395
	Distance to four-lane highway	-.079	.068	1.358	.924	.244
	Distance to Interstate highway	.023	.029	0.644	1.023	.422
	Distance to commercial airport	.038	.026	2.068	1.038	.150
	Distance to major city	.066	.033	3.929	1.068	.047*
	Hotel rooms in town	.045	.024	3.455	1.046	.063
	Hotel rooms in district	.020	.027	0.535	1.020	.465
	B&B rooms in town	.065	.083	0.611	1.067	.434
	B&B rooms in district	.030	.082	0.134	1.031	.715
	Eating establishments in town	.104	.068	2.345	1.110	.126
	Eating establishments in district	-.353	.295	1.436	.702	.231
	Eating establishment beer sales	2.457	1.037	5.608	11.667	.018*
	Liquor by the drink sales	-.375	1.310	0.082	.668	.775
	Grand division	-1.786	.734	5.920	.168	.015*
	In MSA	-2.015	1.138	3.136	.133	.077
	Year town incorporated	.005	.007	0.372	1.005	.542
	Year district placed on NRHP	-.009	.044	0.044	.991	.833
	Building vacancy rate	-.040	.046	0.747	.961	.387
RQ 3: Are the organizational structures of successful towns significantly different from less than successful towns?						
	Administrator	-1.019	.902	1.276	.361	.259
	Economic development director	.511	.966	0.280	1.667	.597
	Tourism director	.511	.996	0.280	1.667	.597
	Certified local government	1.897	.983	3.723	6.667	.054
	Zoning regulations	.223	.908	0.060	1.250	.806
	Zoning commission size	.023	.138	0.029	1.024	.865
	Local chamber of commerce	1.163	.908	1.640	3.200	.200
	Merchants' association	3.178	1.258	6.379	24.000	.012*
	Local newspaper	.511	.966	0.280	1.667	.597
	Local bank	-1.204	.966	1.553	.300	.213
	Local radio station	.118	.928	0.016	1.125	.899

(Table 6. continued)

Research Question Predictor Variable	B	SE	Wald	Exp(B)	Sig.
RQ 4: Are the structure and number of historic preservation organizations of successful towns significantly different from less than successful towns?					
Historic preservation organization	-.069	.872	0.006	.933	.937
Number of HPOs	.476	.667	0.510	1.610	.475
RQ 5: Are the structure and number of heritage tourism organizations of successful towns significantly different from less than successful towns?					
State historic site	.847	1.469	.333	2.333	.564
Number of Events	-.095	.243	0.152	.910	.910
Attendance at events	.000	.000	0.468	1.000	.499
Visitor center	-101.203	4.73 <sup>E+21</sup>	0.000	.000	1.000
Number of museums	.365	.765	0.228	1.441	.633
RQ 6: Are the financial characteristics of successful towns significantly different from less than successful towns?					
Lodging Tax	.085	.828	0.011	1.089	.918
Lodging tax rate	-.017	.172	0.009	.983	.923
Tourism budget per capita	.130	.154	0.710	1.138	.399

\*  $p < .05$

Median Age. The mean of the median age for less than successful towns was 38.6 year while the mean median age of successful towns was 42.9 years. A *t*-test for Two Independent Means was computed as a further test to determine if this predictor variable should be used in the model to predict success. As shown in Table 7, successful towns had a significantly higher median age than the less than successful towns. This variable was kept for further analysis.

Table 7

*Comparison of the Median Ages of Successful Towns and Less Than Successful Towns*

Group	N	M	SD	t	p
Less than successful	22	38.573	3.238	3.081	.004*
Successful	10	42.890	4.530		

\* $p < .05$ 

Distance to Major City. The mean distance to a major city with a population of 50,000 or greater is 35.5 miles for less than successful towns. Successful towns were further from a major city with a mean distance of 53.9 miles. A *t*-test for Two Independent Means was computed to determine if the mean difference was significant. As shown in Table 8, there is a significant difference between successful and less than successful towns. This predictor variable was kept for further analysis.

Table 8

*Comparison of the Distance to a Major City of Successful Towns and Less Than Successful Towns*

Group	N	M	SD	t	p
Less than successful	13	35.500	19.519	2.499	.021*
Successful	9	53.889	14.954		

\* $p < .05$ 

Restaurant Beer Sales. This variable was included to determine if there was a relationship between successful towns and less than successful towns and the on-premise sale of beer in restaurants. The distribution of towns that permit or do not permit beer sales in restaurants,

represented in Figure 3, showed a larger proportion of successful towns permit restaurant beer sales.

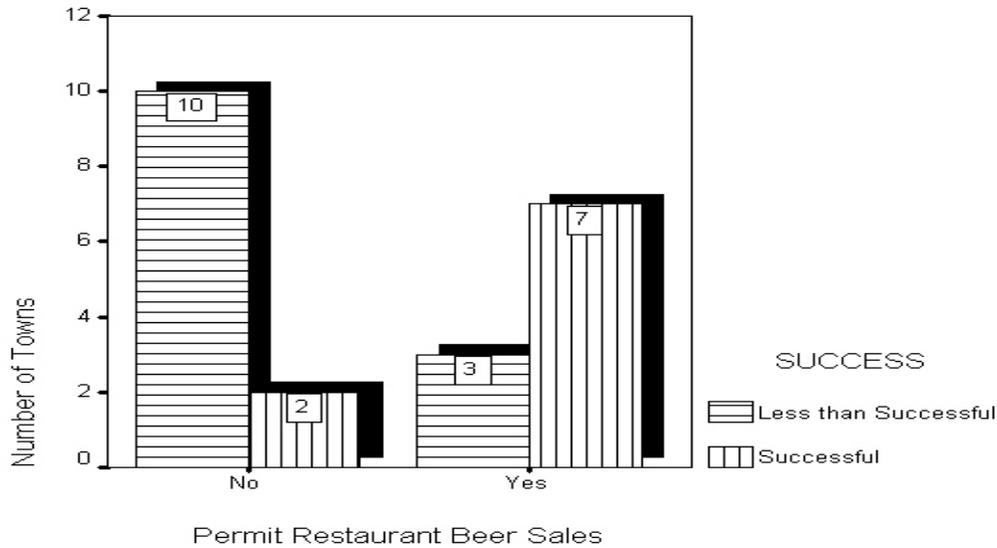


Figure 3. Number of Towns Permitting the Sale of Beer in Restaurants.

A cross-classification table, Table 9, resulting from a Chi Square Test for Independence showed that there was a statistically significant difference between the successful towns and less than successful towns with regard to the on-premise sale of beer in restaurants. This predictor variable was kept for further analysis.

Table 9

Cross-Classification of Success and On-premise Restaurant Beer Sales

	Success Classification			
	Less Than Successful		Successful	
	<i>f</i>	%	<i>f</i>	%
No	10	76.9	2	22.2
Yes	3	23.1	7	77.8
	13	100.0	9	100.0

$\chi^2 = 6.418, p = .011; \text{Cramer's } V = .540$

Grand Division. This variable was included to determine if there was a relationship between the success of towns and the Grand Division in which they were located. A graphical representation of the distribution of successful and less than successful towns by Grand Division, Figure 4, indicated that most of the successful towns are located in East Tennessee and the largest number of less than successful towns was located in Middle Tennessee.

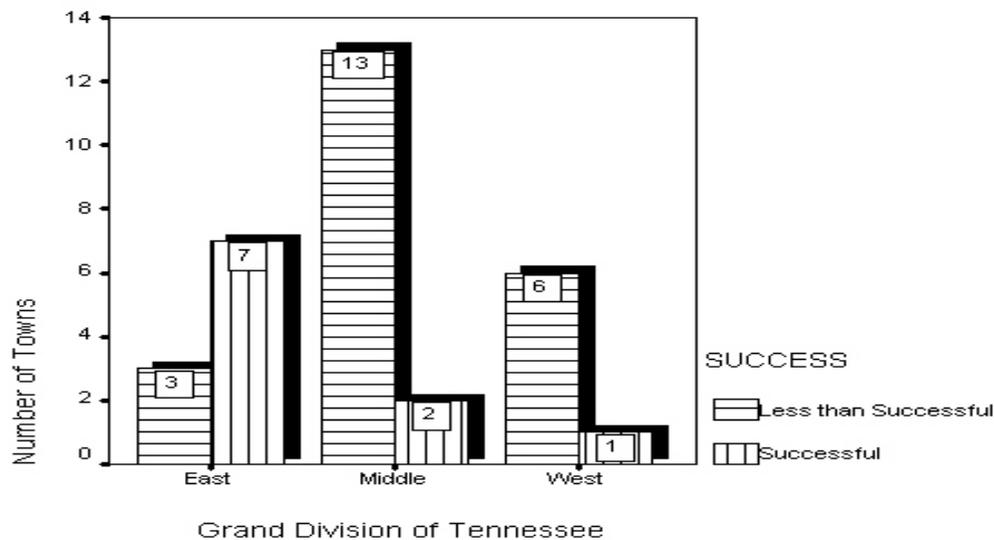


Figure 4. Distribution of Successful and Less Than Successful Towns by Grand Division.

To test the significance of this distribution a Chi Square Test for Independence was performed. The results of this test can be found in Table 10. There is a statistically significant relationship between success and Grand Division ( $\chi^2 = 10.168, p = .006$ ). This variable was kept for further analysis.

Table 10

*Cross-Classification of Success and Grand Division*

	Success Classification			
	Less Than Successful		Successful	
	<i>f</i>	%	<i>f</i>	%
East	3	13.6	7	70.0
Middle	13	59.1	2	20.0
West	6	27.3	1	10.0
	22	100.0	10	100.0

$$\chi^2 = 10.168, p = .006; \text{Cramer's } V = .564$$

Merchants' Association. This variable was included to determine if there is a relationship between success and the existence of a merchants' association. A graphical depiction of the relationship between the existence of a merchants' association and the success classification of the study towns can be found in Figure 5. To test the significance of this distribution a Chi Square Test for Independence was conducted. There was a statistically significant relationship between the existence of a merchants' association and success, Table 11, with successful towns having a larger proportion of merchants' associations. This variable was kept for further analysis.

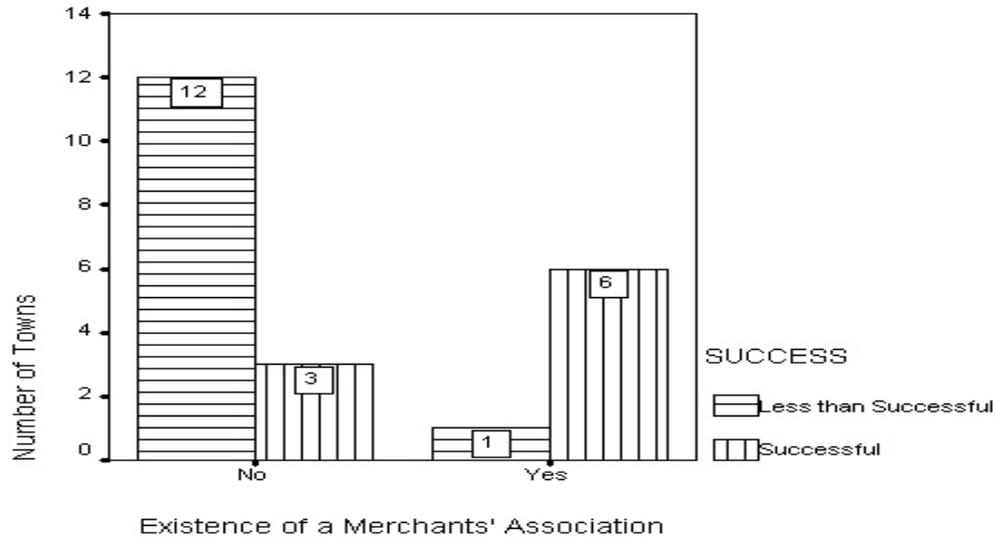


Figure 5. Existence of a Merchants' Association by Study Towns' Success Classification.

Table 11

*Cross-Classification of Success and the Existence of a Merchants' Association*

	Success Classification			
	Less Than Successful		Successful	
	<i>f</i>	%	<i>f</i>	%
No	12	92.3	3	33.3
Yes	1	7.7	6	66.7
	13	100.0	9	100.0

$\chi^2 = 8.826, p = .004; \text{Cramer's } V = .623$

Analysis of Research Questions

In this section data for research questions were analyzed. Two additional statistical measures are introduced at this point. They are Nagelkerke's *R*-square and the Hosmer and Lemeshow Test.

In logistic regression there is no “direct analog to ordinary least squares (OLS) regression’s  $R^2$ ” (Garson, p. 12). In OLS regression,  $R^2$  explains the percentage of variance in the criterion (dependent) variable that is explained by the predictor (independent) variable(s). In logistic regression the criterion variable, as explained in the previous section, is converted to a natural logarithm, as opposed to an actual value, and as such, a prediction of a percent variance explained cannot be made. Two  $R^2$ -like measures have been developed—Cox and Snell’s  $R$ -square and Nagelkerke’s  $R$ -square. According to Garson, “Cox and Snell’s  $R$ -square is an attempt to imitate the interpretation of multiple  $R$ -square” (p. 12). The problem with this measure is that “its maximum value can be (and usually is) less than 1.0, making it difficult to interpret” (p. 12). Nagelkerke’s  $R$ -square is “the most-reported of the  $R$ -square estimates” (p. 12). Garson concluded by saying that the “ $R$ -square-like measures are not goodness-of-fit tests but rather attempt to measure strength of association” (p. 12).

In the development of a model a goodness-of-fit measure is needed. The Hosmer and Lemeshow Test is often used. According to SPSS Regression Models™ 13.0 [Electronic] (2004), “This goodness-of-fit statistic is more robust than the traditional goodness-of-fit statistics used in logistic regression, particularly for models with continuous covariates and studies with small sample sizes” (p. 11).

If the H-L [Hosmer and Lemeshow] goodness-of-fit test statistic is greater than .05, as we want for well-fitting models, we fail to reject the null hypothesis that there is no difference between observed and model-predicted values, implying that the model’s estimates of fit the data at an acceptable level. That is, well-fitting models show non-significance on the H-L goodness-of-fit test. (Garson, p. 5).

Garson (2006) suggested additional data analysis considerations. Two are significant for this study. The first consideration is the use of “stepwise” variable selection to enter or remove one variable at a time, as opposed to the “enter” method where all variables are entered at once.

Here Garson stated, “stepwise regression is used in the exploratory phase of research or for the purpose of pure prediction, not theory testing” (p. 25). Based on Garson’s suggestion, stepwise logistic regression was used in this section which explores variables to be included in the final model. Garson suggested, also, one predictor variable for each 10 cases. Because this study is of 32 towns, the maximum number of predictor variables in the final model should be three. However, two of the remaining variables (beer and merchants) had a frequency of 22, meaning that if one or both of these variables are included the final model should have no more than two predictor variables (p. 27).

Research Question 1. Are the socioeconomic and demographic characteristics of successful towns significantly different from less than successful towns? Five predictor variables were identified in the literature (see Appendix D) that appeared to be promising predictors of success. Of these five, only one, median age of the town’s population, was found to be statistically significant as an individual predictor variable based on a Wald statistic of 5.482 ( $p = .019$ ). The Nagelkerke’s  $R^2$  (.307), as an approximation of the variance explanation, indicated that median age accounted for about 31% of the variance in success, the outcome variable. The Hosmer and Lemeshow Test indicated that this was a good-fitting model ( $\chi^2 = 10.050, p = .262$ ).

Research Question 2. Are the physical and geographical attributes of successful towns significantly different from less than successful towns? Twenty-five variables were identified in the literature review that related to this research question of which five were eliminated during the preliminary data analysis phase of this study. Of the 20 remaining variables, 17 were found to be not statistically significant based upon their Wald statistics (see Table 6). Three predictor

variables, distance to a major city, restaurant beer sales, and the Grand Division in which the town is located were statistically significant based on their Wald statistics at an alpha of .05. Based on Garson's consideration for the number of predictor variables (no more than one variable per 10 cases and restaurant beer sales has a frequency of 22) a backward likelihood ratio logistic regression was run with these variables to determine if any could be removed. During step 2 of the regression analysis the Grand Division in which the town is located was dropped from the model based on its new Wald statistic (2.174,  $p = .140$ ). The elimination of Grand Division as a predictor variable slightly worsened, as would be expected, the Nagelkerke's  $R$ -square from .679 to .608. The Hosmer and Lemeshow Test for goodness-of-fit increased significantly from  $\chi^2 = 7.639, p = .469$  to  $\chi^2 = 6.416, p = .601$ . The predictive improvement in the model with the elimination of Grand Division as a predictor variable is shown in Table 12.

Table 12

*Predicted Number of Correctly Classified Towns for Research Question 2*

Observed	Predicted		Percentage Correct		
	Unsuccessful	Successful			
Step 1 <sup>a</sup>	Success	Unsuccessful	12	1	92.3
		Successful	2	7	77.8
	Overall Percentage				86.4
Step 2 <sup>b</sup>	Success	Unsuccessful	12	1	92.3
		Successful	1	8	88.9
	Overall Percentage				90.9

<sup>a</sup> City, Beer, Division

<sup>b</sup> City, Beer

The cut value is .500

Research Question 3. Are the organizational structures of successful towns significantly different from less than successful towns? In the literature, 16 possible predictor variables were identified. Five of these variables were eliminated during the preliminary data analysis phase. Of the 11 remaining variables, 10 were found to be not statistically significant based on their Wald statistic. The existence of a merchants' association was found to be the only statistically significant predictor variable ( $Wald = 6.379, p = .012$ ) related to this research question. Nagelkerke's  $R$ -square for this single predictor variable model was .453 indicating a "strong association" according to Garson (2006, p. 12). However, from a goodness-of-fit perspective this predictor variable may be unsatisfactory ( $\chi^2 = 0.000, p = \text{not calculated}$ ). The existence of a merchants' association predicted 92% of the less than successful towns and 67% of the successful towns correctly. Because this variable remains statistically significant ( $Wald = 6.379, p = .012$ ) it was included for consideration in the development of the final model.

Research Question 4. Are the structure and number of historic preservation organizations of successful towns significantly different from less than successful towns? The literature identified the existence of five possible predictor variables that address this question. Three of those variables—the percentage of the town's population that are members of a historic preservation organization, the employment of an executive director by a historic preservation organization, and the employment status (full time/part time, paid/volunteer) of the executive director—were eliminated early because of insufficient response rates to the related mailed survey questions. The existence of a historic preservation organization and the number of historic preservation organizations in the study's towns were the two remaining predictor variables after the preliminary data analysis phase. Neither of these variables was found to be

statistically significant based on their Wald statistics. Both had extremely low predictive ability. The existence of a historic preservation organization showed no improvement in the percentage of correctly predicted towns from using only the constant in the model. The percentage predicted correctly was 59% with and without the variable included in the regression equation. The number of historic preservation organizations in a town showed a slight increase in predictive ability. The constant only equation predicted 59% of the towns correctly while adding the variable increase the equations predictive ability to 68% correct. None of the predictor variables related to this research question were considered in the determination of the final model. Therefore, this research question cannot be answered given the variables selected for study.

Research Question 5. Are the structure and number of heritage tourism organizations of successful towns significantly different from less than successful towns? The literature identified five variables that seemed to indicate their ability to predict success. None of the five variables were eliminated during the preliminary data analysis phase. As previously shown in Table 6, none of the five predictor variables related to this research question were statistically significant based on their Wald statistics. Therefore, none of the predictor variables related to this research question were included in the determination of the final model. Therefore, this research question cannot be answered given the variables selected for study.

Research Question 6. Are the financial characteristics of successful towns significantly different from less than successful towns? The literature identified three variables that seemed to indicate their ability to predict success. None of the three variables were eliminated during the preliminary data analysis phase. As previously shown in Table 6, none of the three predictor

variables related to this research question were statistically significant based on their Wald statistics. Therefore, none of the predictor variables related to this research question were included in the determination of the final model. Therefore, this research question cannot be answered given the variables selected for study.

Research Question 7. Are there additional outcome variables, as determined by survey respondents, which could be used to measure success of historic preservation, heritage tourism, or economic development? Survey respondents were asked to provide additional measures that could be used to measure success besides tourism expenditures per capita. They were asked to identify potential outcome variables for historic preservation, heritage tourism, and economic development.

There were 10 responses from eight individuals who identified additional historic preservation outcome variables. Five people identified the number of buildings preserved as a possibility. Other qualifying terms included “complete restoration”, “units lost”, and “dilapidated structures”. Three responses were received for “retain historic look”. Included in this possibility were “appearance” and “uniqueness of the area”. Two responses were received for “number of tours”.

Ten heritage tourism outcome variable responses were provided by nine respondents. Eight of the 10 responses were “number of visitors”. Descriptors for this possible variable included “people”, “increased visitors at festivals”, “number of tour groups (buses)”, “traffic count”, and “hotel occupancy”. Two responses suggested the measurement of dollars from tourists or tax revenue from tourists.

The nine respondents to the question related to new economic development outcome variables provided 11 responses. Four respondents simply said “jobs”. Four other responses were for the measurement of “retail sales”. Three additional responses, each receiving one mention, were “number of new businesses”, “industry relocating”, and “number of buildings filled”. A further discussion of these descriptors can be found in Chapter 5.

### Development of a Predictor Model

The purpose of this study was the development of an economic development model that related 59 historic preservation and town demographic (predictor) variables to the heritage tourism (outcome) variable, tourism expenditures per capita. These 59 predictor variables were arranged into groups based upon the study’s six research questions. Preliminary data analysis removed 13 variables from consideration because of, primarily, an insufficient response rate to the study’s mailed survey questions. Logistic regression analysis was used to test the significance of each of the remaining 46 predictor variables. Forty-one of the 46 predictor variables were found to be not statistically significant based upon their Wald statistic. Using research design considerations provided by Garson (2006), the five remaining predictor variables (age, distance to major city, restaurant beer sales, Grand Division, and the existence of a merchants’ association) were analyzed by research question.

Research question 1 and research question 3 had one predictor variable each. Median age of the town’s population was the variable for research question 1 and the existence of a merchants’ association was the variable for research question 3. Because the individual predictor variables were statistically significant their ability to predict variance in the outcome variable (Nagelkerke’s *R*-square) and their goodness-of-fit to model development (Hosmer and

Lemeshow Test) were used. Median age passed both of these tests and merchants' association showed a very strong Nagelkerke's *R*-square. Both variables proved significant in their predictive abilities for percentage of towns predicted correctly.

Research question 2 had three variables remaining. During the analysis of variables by research question the three variables were entered into a logistic regression model using the backward likelihood ratio method. When Grand Division was dropped from the equation the Hosmer and Lemeshow Test for goodness-of-fit improved.

The aim of this study is the development of a model that can be used as an economic development tool for predicting success, through historic preservation, that leads to heritage tourism. Four variables remain as possible predictors of success—median age of the town's population, distance to a major city, restaurant beer sales, and the existence of a merchants' association. Garson (2006) provided two research considerations that were useful at this point. First he said, "selecting model variables on a theoretical basis and using the 'enter' method is preferred" (p. 5). At a later point he stated, "in the theory testing stage the researcher should base selection of variables on theory not on a computer generated algorithm" (p. 25). Norušis (2002) was more direct when she stated, "although, for a small number of independent variables it is possible for you to evaluate all possible models...." (p. 532). Given four predictor variables, 16 models are possible. One of the models includes only the constant and therefore for this study is not considered, leaving 15 possible models to be considered.

The Nagelkerke's *R*-square and the Hosmer and Lemeshow Test for the 15 possible models are provided in Table 13. Model 1 (age, city, beer, merchants'), Model 2 (age, city, beer) and Model 3 (age, beer merchants') showed a perfect model fit ( $\chi^2 = 0.000$ ,  $p = 1.000$ ) and a complete explanation of all variance in the outcome variable (Nagelkerke's  $R^2 = 1.000$ ). However, none of these models offer a unique solution. In other words, there are multiple

combinations of predictor variable values that could represent the final solution. Therefore, these three models are not “good” predictors of success.

Table 13

*Possible Models for Predicting Success: Variance Explanation and Goodness-of-Fit*

Model	Variable Combination	Nagelkerke's R-square	Hosmer and Lemeshow Test		
			Chi Square	df	Sig.
1	Age, city, beer, merchants'	1.000	0.000	7	1.000
2	Age, city, beer	1.000	0.000	7	1.000
3	Age, beer, merchants'	1.000	0.000	6	1.000
4	City, beer, merchants'	0.669	8.845	8	0.356
5	Age, city, merchants'	0.842	3.541	8	0.896
6	Age, city	0.561	9.297	8	0.318
7	Age, beer	0.874	0.840	8	0.999
8	City, beer	0.608	6.416	8	0.601
9	Age, merchants'	0.838	4.234	8	0.835
10	City, merchants'	0.608	6.416	8	0.601
11	Beer, merchants'	0.521	3.197	2	0.202
12	Age	0.307	10.050	8	0.262
13	City	0.303	7.085	8	0.527
14	Beer	0.356	0.000	0	.-
15	Merchants'	0.453	0.000	0	.-

Model 7 has a nearly perfect fit ( $\chi^2 = 0.840, p = .999$ ) and the predictor variables explain nearly 87% (Nagelkerke's  $R^2 = .874$ ) of the variance in the outcome variable.

Model 5 and Model 9 are highly predictive of success, as shown in Table 14. Both of these models predicted 100% of the less than successful towns and 88.9% of the successful towns for a 95.5% prediction rate. Model 7, which had a higher Nagelkerke's  $R$ -square and Hosmer and Lemeshow Test score, correctly predicted fewer less than successful towns and the same number of successful towns as Models 5 and 9.

Table 14

*Possible Models for Predicting Success: Predictive Ability for Success*

Model	Variable Combination	Percentage Predicted Correctly		
		Less Than Successful	Successful	Overall
1	Age, city, beer, merchants'	--	--	--
2	Age, city, beer	--	--	--
3	Age, beer, merchants'	--	--	--
4	City, beer, merchants'	92.3	88.9	90.9
5	Age, city, merchants'	100.0	88.9	95.5
6	Age, city	84.6	66.7	77.3
7	Age, beer	92.3	88.9	90.9
8	City, beer	92.3	88.9	90.9
9	Age, merchants'	100.0	88.9	95.5
10	City, merchants'	92.3	88.9	90.9
11	Beer, merchants'	92.3	66.7	81.8
12	Age	95.5	40.0	78.1
13	City	76.9	55.6	68.2
14	Beer	76.9	77.8	77.3
15	Merchants'	92.3	66.7	81.8

-- = not calculable

As discussed in a previous section, Garson (2006) suggested no more than one predictor variable for each 10 cases. In the three models that seem to be the best predictors of success (Models 5, 7, and 9) median age is the only variable for which a response from all 32 towns was available. The variables, city, beer, and merchants', had responses from 22 towns. Therefore, the final model should have two predictor variables. So, Model 5, with three variables, is excluded from final consideration.

Model 7 (age, beer) has the best goodness-of-fit, while Model 9 has the better predictive ability. Because the purpose of this study was the development of a model that predicts success, Model 9 (age, merchants') was the model that best accomplishes the goal of the study. In equation form, the selected final model is

$$\text{Log odds of success} = -51.38 + 1.23(\text{age}) + 6.12 (\text{merchants}')$$

Table 15 presents the logistic regression analysis calculations for the selected final model. The odds ratio, Exp(B), for age is 3.41 and 453.81 for the existence of a merchants' association. The interpretation of the equation would be that as age increases by one unit the odds that the dependent variable is successful increases by a factor of 3.41, all other variables controlled. The odds that the dependent variable equals successful increases nearly 454 times when there is a merchants' association in town.

Table 15

*Results of Logistic Regression Analysis for Final Predictor Model*

Model Variables	B	SE	Wald	Exp(B)	Sig.
Age	1.225	.978	1.570	3.405	.210
Merchants'	6.118	3.672	2.776	453.811	.096
Constant	-51.379	39.731	1.672	.000	.196

Summary

In Chapter 4 the data collected on the 32 study towns were analyzed. The process followed the sequence of performing a preliminary data analysis of the data for 59 predictor variables. This preliminary analysis resulted in the elimination of 13 predictor variables due to 1) inconsistencies in survey question responses (one variable), 2) no variation in responses (two variables), and 3) a response rate of 50% or less to survey questions (ten variables).

Next, the remaining 46 predictor variables were analyzed individually. Of these 46 predictor variables, 5 were found to be statistically significant ( $p < .05$ ).

Then, the five predictor variables remaining were related to and regressed against their assigned research question. Research question 1 had one variable; research question 2 had three variables; and research question 3 had one variable. These predictor variables were analyzed, by research question, for their explanatory value (Nagelkerke's *R*-square) and their goodness-of-fit (Hosmer and Lemeshow Test). In performing this analysis on research question 2, the predictor variable Grand Division was eliminated from the model that was developed. Research questions 4, 5, and 6 cannot be answered given the variables selected for study.

Finally, all four final predictor variables proved to be 1) statistically significant based on Wald statistic, 2) had a reasonable Nagelkerke's *R*-square approximating estimation of the outcome variable's variance, and 3) was statistically non-significant on the Hosmer and Lemeshow Test indicating a good-fitting model. These final four predictor variables formed 15 possible predictor variable combinations or 15 possible predictor models for consideration. A logistic regression analysis was performed on each of these 15 models. Because population size ( $f = 22$ ) for three of the final predictor variables (city distance, restaurant beer sales, and the existence of a merchant's association) the final model was constrained to two predictor variables. The analytical review of the possible models showed that the best model to predict success included the variables median age of the town's population and the existence of a merchants' association in the town.

## CHAPTER 5

### SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

#### Summary of the Study

Historic preservation in some Tennessee towns has been a successful economic development tool that has led to heritage tourism but in other towns it has not. The problem for this study was to determine if there was a set of tangible attributes a small town must possess in order to be successful using historic preservation as an economic development tool that would lead to heritage tourism. The purpose of the study was the development of an economic development model that related 59 historic preservation, heritage tourism, and town demographic predictor variables to the heritage tourism outcome variable tourism expenditures per capita.

This study combined data from secondary data sources, primarily government documents and reports, with primary data collected for 32 town managers using a mailed survey. Twenty-two town managers (68.8%) responded to the survey conducted in February and March, 2006.

Data were analyzed using logistic regression analysis. Of the 59 predictor variables only 5 were determined to be statistically significant ( $\alpha = .05$ ). These 5 variables were then analyzed according to the study's research question to which the variable was assigned. Research questions 1 and 3 had one variable each that proved statistically significant while research question 2 had 3 predictor variables that were statistically significant. The analysis of the research questions included the variable's goodness of fit, as measured by the Hosmer and Lemeshow Test, and its predictive ability, as measured by Nagelkerke's R-square. Research questions 4 through 6 had no variables remaining so the answers to those questions were

inconclusive. During the examination of research question 2, one additional variable (the Grand Division in which the town was located) dropped out because it was not significant when compared to the other variables in the model.

Four variables (median age of the town's population, distance to the nearest major city, restaurant beer sales, and the existence of a merchants' association) remained to be analyzed for inclusion in the final predictive model. Because of the small number of study towns (32) and the minimum number of responses to the research questions (22) the final predictive model could have no more than 2 predictor variables (Garson, 2006, p. 27). In the final analysis it was determined that the town's median age and the existence of a merchants' association provided the best model fit (Hosmer and Lemeshow Test) with the highest predictive ability (Chi square classification table).

### Summary of Findings

#### Findings for Individual Predictor Variables

The following is a summary of the analysis of individual predictor variables.

1. Are the socioeconomic and demographic characteristics of successful towns significantly different from less than successful towns?
  - a. Is there a relationship between a town's designation as a county seat and success? No;  $Wald = 2.273, p = .132$ .
  - b. Is there a relationship between a town's population and success? No;  $Wald = 2.490, p = .115$ .
  - c. Is there a relationship between a town's median age and success? Yes,  $Wald = 5.482, p = .019$ .

- d. Is there a relationship between a town's per capita income and success? No;  $Wald = 1.111, p = .292$
  - e. Is there a relationship between a town's percentage of population with more than a high school education and success? No;  $Wald = 0.294, p = .587$ .
2. Are the physical and geographic attributes of successful towns significantly different from less than successful towns?
- a. Is there a relationship between the existence of a general merchandise "big-box" retailer inside the town limits and success? No;  $Wald = 2.028, p = .154$ .
  - b. Is there a relationship between the distance from the historic business district and the nearest general merchandise "big-box" retailer and success? No;  $Wald = 0.454, p = .500$ .
  - c. Is there a relationship between the existence of an indoor shopping mall inside the town limits and success? This variable was not studied, since all survey responses were "no."
  - d. Is there a relationship between the distance from the historic business district and the nearest indoor shopping mall and success? No;  $Wald = 0.724, p = .395$ .
  - e. Is there a relationship between the distance from the historic business district and the nearest four-lane U.S. Highway and success? No;  $Wald = 1.358, p = .244$ .
  - f. Is there a relationship between the distance from the historic business district and the nearest Interstate Highway interchange and success? No;  $Wald = 0.644, p = .422$ .
  - g. Is there a relationship between the distance from the historic business district and the nearest major commercial airport and success? No;  $Wald = 2.068, p = .150$ .
  - h. Is there a relationship between the distance from the historic business district and the nearest city with a population greater than 50,000 and success? Yes;  $Wald = 3.929, p = .047$ .

- i. Is there a relationship between traffic volume (count) on the “main street” of the historic district and success? This variable was not studied because of insufficient survey response rate.
- j. Is there a relationship between the number of hotel/motel rooms inside the town limits and success? No;  $Wald = 3.455, p = .063$ .
- k. Is there a relationship between the number of hotel/motel rooms inside the historic business district and success? No;  $Wald = 0.535, p = .465$ .
- l. Is there a relationship between the occupancy rate of hotel/motel rooms and success? This variable was not studied because of insufficient survey response rate.
- m. Is there a relationship between the number of bed and breakfast inn rooms inside the town limits and success? No;  $Wald = 0.611, p = .434$ .
- n. Is there a relationship between the number of bed and breakfast inn rooms inside the historic business district and success? No;  $Wald = 0.134, p = .715$ .
- o. Is there a relationship between the occupancy rate of bed and breakfast inn rooms and success? This variable was not studied because of insufficient survey response rate.
- p. Is there a relationship between the number of eating establishments inside the town limits and success? No;  $Wald = 2.345, p = .126$ .
- q. Is there a relationship between the number of eating establishments inside the historic district and success? No;  $Wald = 1.436, p = .231$ .
- r. Is there a relationship between on-premise restaurant beer sales inside the town limits and success? Yes,  $Wald = 5.608, p = .018$ .
- s. Is there a relationship between restaurant liquor-by-the-drink inside the town limits and success? No;  $Wald = .082, p = .775$ .

- t. Is there a relationship between the Tennessee Grand Division in which the town is located and success? Yes;  $Wald = 5.920, p = .015$ .
  - u. Is there a relationship between the town's location within a Metropolitan Statistical Area and success? No;  $Wald = 3.136, p = .077$ .
  - v. Is there a relationship between the year the town was founded and success? This variable was not studied because of inconsistencies in responses when compared with the year the town was founded.
  - w. Is there a relationship between the year the town was incorporated and success? No,  $Wald = 0.372, p = .542$ .
  - x. Is there a relationship between the year that the historic district was placed on the National Register of Historic Places and success? No;  $Wald = 0.044, p = .883$ .
  - y. Is there a relationship between the percentage of commercial buildings in the historic district that are vacant and success? No;  $Wald = 0.747, p = .387$ .
3. Are the town's organizational structures of successful towns significantly different from less than successful towns?
- a. Is there a relationship between the town's employment of a town administrator (manager) and success? No;  $Wald = 1.276, p = .259$ .
  - b. Is there a relationship between the employment of an economic development director and success? No;  $Wald = 0.280, p = .597$ .
  - c. Is there a relationship between the employer of the economic development director and success? This variable was not studied because of insufficient survey response rate.
  - d. Is there a relationship between employment status (full time/part time; paid/unpaid) of the economic development director and success? This variable was not studied because of insufficient survey response rate.

- e. Is there a relationship between the employment of a tourism director and success?  
No;  $Wald = 0.280, p = .597$ .
- f. Is there a relationship between the employer of the tourism director and success?  
This variable was not studied because of insufficient survey response rate.
- g. Is there a relationship between employment status (full time/part time; paid/unpaid) of the tourism director and success? This variable was not studied because of insufficient survey response rate.
- h. Is there a relationship between a town's active participation in the national Main Street Program and success? This variable was not studied because none of the study towns were Main Street communities.
- i. Is there a relationship between a town's designation as a "certified local government" and success? No;  $Wald = 3.723, p = .054$ .
- j. Is there a relationship between the town's enactment of historic zoning regulations and success? No,  $Wald = 0.060, p = .806$ .
- k. Is there a relationship between the size of the town's historic zoning commission and success? No;  $Wald = 0.029, p = .865$ .
- l. Is there a relationship between the existence of a locally controlled Chamber of Commerce and success? No;  $Wald = 1.640, p = .200$ .
- m. Is there a relationship between the existence of a formally organized downtown merchants' association and success? Yes,  $Wald = 6.379, p = .012$ .
- n. Is there a relationship between the existence of a locally owned newspaper and success? No;  $Wald = 0.280, p = .597$ .
- o. Is there a relationship between the existence of a locally owned bank and success?  
No;  $Wald = 1.553, p = .213$ .
- p. Is there a relationship between the existence of a locally owned radio station and success? No;  $Wald = 0.016, p = .899$ .

4. Are the structure and number of historic preservation organizations of successful towns significantly different from less than successful towns?
  - a. Is there a relationship between the existence of a formally organized historic preservation organization and success? No;  $Wald = 0.006, p = .937$ .
  - b. Is there a relationship between the number of historic preservation organizations within a town and success? No;  $Wald = 0.510, p = .475$ .
  - c. Is there a relationship between the percentage of the town's population that are members of the historic preservation organization and success? This variable was not studied because of insufficient survey response rate.
  - d. Is there a relationship between the organization's employment of an executive director and success? This variable was not studied because of insufficient survey response rate.
  - e. Is there a relationship between employment status (full time/part time; paid/unpaid) of the executive director and success? This variable was not studied because of insufficient survey response rate.
5. Are the structure and number of heritage tourism organizations of successful towns significantly different from less than successful towns?
  - a. Is there a relationship between the existence of a Tennessee Historical Commission site within the county and success? No;  $Wald = 0.333, p = .564$ .
  - b. Is there a relationship between the number of events, fairs, and/or festivals held in the historic business district and success? No;  $Wald = 0.152, p = .910$ .
  - c. Is there a relationship between the attendance at events, fairs, and/or festivals and success? No;  $Wald = 0.468, p = .499$ .
  - d. Is there a relationship between the existence of a town Visitor Center and success? No;  $Wald = 0.000, p = 1.000$ .

- e. Is there a relationship between the number of museums within the historic district and success? No;  $Wald = 0.228, p = .633$ .
6. Are the financial characteristics of successful towns significantly different from less than successful towns?
- a. Is there a relationship between the town's enactment of a hotel/motel tax and success? No;  $Wald = 0.011, p = .918$ .
  - b. Is there a relationship between the hotel/motel tax rate and success? No;  $Wald = 0.009, p = .923$ .
  - c. Is there a relationship between the size (per capita) of a town's tourism budget and success? No;  $Wald = 0.710, p = .399$ .

The following is a summary of the analysis of individual research questions.

#### Research Question 1 Findings

Are the socioeconomic and demographic characteristics of successful towns significantly different from less than successful towns?

To a limited degree the answer to this research question is yes: successful towns are significantly different from less than successful towns. There were five predictor variables that were related to this research question. Median age of the town's population was the only statistically significant variable. This variable indicated that the median age of successful towns was significantly older than less than successful towns.

### Research Question 2 Findings

Are the physical and geographic attributes of successful towns significantly different from less than successful towns?

Successful towns had three attributes that were significantly different from less successful towns. A town's physical and geographic attributes were the most cited factors found in the literature that contributed and led to heritage tourism. Nearly one half (25 of 59) of this study's predictor variables were related to this research question. So, not surprisingly, three of the study's five statistically significant variables related to this research question.

Prideaux (2002a) and others found that accessibility factors were important to attracting heritage tourists. However, this study found that the distance from the town's historic district to a four-lane U.S. Highway, the distance to the nearest interstate highway, and the distance to the nearest commercial airport were not statistically significant. Interestingly, the statistically significant predictor variable related to accessibility—distance to a major city—showed that successful towns were farther from a major city than less than successful towns.

### Research Question 3 Findings

Are the town's organizational structures of successful towns significantly different from less than successful towns?

To limited degree successful towns were significantly different from less than successful towns with respect to their organizational structures. The employment of an administrator, economic development director, or tourism director were not statistically significant predictors of success. A town's designation as a "certified local government" should merit additional study as a factor for success ( $p = .054$ ,  $\alpha = .05$ ). The organizational variable with the highest level of

significance was the existence of a merchants' association ( $p = .012$ ). The existence of a merchants' association had one of the highest levels of predictive ability of the single-variable predictor models at 81.8% correctly predicted towns.

#### Research Question 4 Findings

Are the structure and number of historic preservation organizations of successful towns significantly different from less than successful towns?

There were no statistically significant predictor variables related to the structure and number of historic preservation organizations (HPO). This would seem to indicate no difference between successful and less than successful towns. Three of this research questions five predictor variables were eliminated from consideration because of insufficient response rates to the surveys' questions. The two remaining predictor variables studied were the existence of a historic preservation organization in the town and the number of HPOs in the town. Neither of these variables proved to be statistically significant.

Surprising was the large significance value ( $Wald = 0.006, p = .937$ ) for the existence of an HPO in town. Further examination of the data related to Research Question 4 revealed that successful towns and less than successful towns were nearly identical in terms of the existence of a historic preservation organization. Successful towns had an HPO 44.4% of the time while less successful towns had an HPO 46.2% of the time.

#### Research Question 5 Findings

Are the structure and number of heritage tourism organizations of successful towns significantly different from less than successful towns?

There were no statistically significant predictor variables related to the structure and number of heritage tourism organizations for the study towns. This would seem to indicate that there was no difference between successful and less than successful towns. Interesting findings for this research question were the significance values for the existence of a state historic site in the town ( $Wald = 0.333, p = .564$ ) and for the existence of a visitors' center ( $Wald = 0.000, p = 1.000$ ).

Further examination of the data related to the existence of a state historic site located in the community showed that of Tennessee's 15 state-owned historic sites only two, Jonesborough's Chester Inn and Ducktown's Burra Burra Mine site, were located in the study's towns. Based on the dichotomous outcome variable, success, each category had a count of one site. Of the 22 surveys returned only four town managers indicated a visitors' center located in their town. There were no visitors' centers located in towns classified as successful.

#### Research Question 6 Findings

Are the financial characteristics of successful towns significantly different from less than successful towns?

There were no statistically significant predictor variables related to the financial characteristics of the study towns. This seems to indicate no difference between successful and less than successful towns. The existence of a hotel/motel tax and the tax rate were not significant ( $p = .918$  and  $p = .923$ , respectively). The amount of the town's tourism budget per capita was, also, not statistically significant.

### Research Question 7 Findings

Are there additional outcome variables, as determined by survey respondents, that could be used to measure success of historic preservation, heritage tourism, or economic development?

Town managers indicated that there were additional indicators of success related to historic preservation, heritage tourism, and economic development. Five of eight survey respondents identified the number of buildings preserved or inverse variables such as “units lost” or “dilapidated buildings” would be indicators of successful historic preservation.

A large percentage (8 of 10) town managers responding to the survey indicated that some measurement of the number of tourists would be an indicator of success. One “headcount” variable was used as a predictor variable, but not as an outcome variable. Attendance at events was a predictor variable related to Research Question 5—heritage tourism organizations. Neither this variable nor the previous variable, number of events, were found to be statistically significant. Two potential outcome variables, traffic count and hotel occupancy, were included in the survey as predictor variables. Both were dropped during the preliminary data analysis phase because of insufficient response rates to their respective survey questions. It is interesting that two of the nine respondents to this question indicated that tourist expenditures should be the outcome variable. This was the measure of success for this study.

As measures of economic development success, the 8 town managers were equally split at 4 responses for the number of jobs created and retail sales. A large portion of tourism expenditures are retail sales (Travel industry Association, 2004, p. 11). This was the criterion for success used in this study. Again, it is interesting to note that one of the study’s predictor variables, percent of buildings vacant, was identified by one respondent (“number of buildings filled”) as a good economic development success measure.

## Conclusions

Based on the analysis of this study's data it can be concluded that there are five attributes or characteristics of small Tennessee towns that will enhance the probability that historic preservation will lead to heritage tourism that can be used as an economic development tool. Towns that are successful in attracting heritage tourists, as measured by tourism expenditures per capita, are significantly different from the less than successful towns in these five areas, as shown in Table 16.

Table 16

### *Summary of Significant Differences between Successful and Less Than Successful Towns*

Predictor Variable	Successful Towns	Less Than Successful Towns
Median Age	42.9 years	38.6 years
Distance to Major City	53.9 miles	35.5 miles
Restaurant Beer Sales	Yes	No
Grand Division	East	Middle or West
Merchants Association	Yes	No

From this study it has been established that towns located in the Eastern Grand Division of Tennessee have a higher probability of success than those towns located in the Middle or Western Grand Divisions of Tennessee. Additionally, it was established that successful towns were located farther from larger, urbanized cities with populations greater than 50,000 inhabitants than the less than successful towns. The finding for the distance to a major city supports the work of Smith (2000) in her study of Main Street communities. The study also found successful towns have statistically significant older populations than the less than successful towns. Unfortunately, none of these variables are controllable or easily controllable

by town managers or the communities-at-large. It would be impossible to control the distance from the town to a major city with a population of more than 50,000 or the Grand Division in which the town is located. However, it might be possible for a town to control its median age of the population by recruiting young professionals or retirees, but, this would be a very long-term project.

This study has found that there were two highly significant predictor variables that could be controlled by town managers and Tennessee's small towns that want to be successful in attracting heritage tourists. First, the existence of a merchants' association within the central business district or historic business district had a very strong association with success. The statistically significant results from the analysis of this variable supported the previous works of Lawhead (1995), Michael (2003), Prideaux (2002a), and Robertson (1999).

The other highly significant, controllable variable is the permitting of the sale of beer in restaurants. The sale of alcohol often controversial in small towns has been shown to be a strong contributor to success as measured by tourism expenditures per capita. A follow-up *t*-test for Independent Means was performed to validate this conclusion. The *t*-test looked at the number of restaurants in town grouped by the permitting of restaurant beer sales. There was a significant difference ( $F = 6.656$ ,  $df = 20$ ,  $p = .008$ ) between towns permitting beer sales and those not allowing beer sales in restaurants. Those towns that did not permit restaurant beer sales had a mean of 4.4 restaurants inside the towns' limits. Those towns that permitted restaurant beer sales had a mean of 14.2 restaurants inside their towns' limits. This difference can have a large, positive economic impact on small communities.

While it has been shown that, based on study data and constraints placed on the predictor model by the study's population size, the best predictive model combined the community's

median age and the existence of a merchants' association. However, it may be concluded that additional predictor variables contribute to success. For example, as noted earlier, beer sales in restaurants led to an increase in the number of restaurants adding to a community's retail sales. The existence of a merchants' association led to a strong downtown business community which may be measured by the number of buildings filled. The more buildings filled, the higher the retail sales for a community (sales cannot be generated from empty buildings). It can be further concluded that filled buildings means an increase in the number of businesses and that this increase leads to an increase in the number of jobs in a community. Increasing the number of jobs in a community has been established as one measure of successful economic development (Braur, 2004; Cox et al., 1991).

In summary, this study is inconclusive in determining whether historic preservation leads to heritage tourism and can be used as an economic development tool by small Tennessee towns. However, it has been established that five attributes or characteristics of small towns do contribute to the probability of success and that two characteristics (median age of the population and the existence of a merchants' association) proved to be the best predictive model.

#### Recommendations for Further Study

This study was the first known, broad-based, quantitative analysis of the tangible attributes and characteristics of small towns needed for successful historic preservation that had led to heritage tourism that may be used as an economic development tool. Several aspects of this study were indicative of the need for further study.

The first area suggested for further study is the definition of successful towns. This study used the success measure of tourist expenditures per capita. Town managers suggested other

possible measures of success, such as the number of buildings restored or the number of visitors. Both have been viewed as factors for success in other studies. Additionally, successful towns, as defined by this study, were those towns for which tourism expenditures per capita in the upper third of all study towns. Success, like beauty, is in the eye of the beholder. While success can be precisely calculated by researchers, the real definition of success is much more subjective. In reality, success, and the level of success should be defined by the study towns, themselves. A successful town, by this study's definition, may deem itself as less than successful because it has not reached a level of measurement that it has been set as attainable. Conversely, a town labeled as less than successful for this study may be successful because it is attaining a level of measurement that it has deemed realistic. Jonesborough is a case in point. Based solely on tourism expenditures per capita, Jonesborough was identified for this study as a less than successful town. However, Jonesborough has received national acclaim for its successful historic preservation activities (National Trust for Historic Preservation, n.d., "Dozen Distinctive Locations"). Additionally, Jonesborough's proximity to a major city (less than one mile) coupled with the fact that Jonesborough had no hotel/motel rooms in 2003 diverted tourist accommodation expenditures to other communities. The Travel Industry Association (2004) reported that, "direct travel expenditures in Tennessee included 33% food service, 18% lodging, 16% auto transportation, 12% general retail trade, 11% entertainment and recreation, and 10% public transportation" (p. 11). All lodging expenditures are reported as tourism expenditures. So, while this study identified Jonesborough as a less than successful town based on tourism expenditures per capita, other measures of success may have resulted in a different classification. Therefore, it is recommended that town managers and the community-at-large participate with

researchers in defining the outcome variable or variables that define success and the level of success or measurement value that defines success.

Another indicator of the need for additional study is the research design constraint in logistics regression analysis (Garson, 2006) of having no more than one predictor variable for each 10 valid cases (towns). To be able to include all 59 predictor variables as proposed by this study a minimum of 590 towns would need to complete the study. Tennessee had only 32 towns that met the study's definition as having a population under 10,000 with a nationally recognized historic district that coincided with the central business district. Therefore, it is recommended that additional towns in other states be included in further studies.

One final recommendation for other studies on this topic would be the selection of predictor variables. The purpose of this study was the identification of a model that could be used as an economic development tool. As reported in Conclusions, three of the five statistically significant variables are not controllable by the town manager or the community-at-large. It is, therefore, recommended that future studies include only those tangible attributes and characteristics that can be controlled, or changed, at the local level.

### Recommendations for Town Managers and Communities

A comparison of the results of previous studies, as reported in Chapter 2, with the results of this study suggested several recommendations for town managers and the community.

The most compelling recommendation for communities that wish to succeed in historic preservation that leads to heritage tourism is to create and support a merchants' association of businesses within the historic district. The story of Jamesport, Missouri (Ipson, 1989) reported in

Chapter 2 is but one example of the power that business owners, when they band together, can have on the impact of heritage tourism via historic preservation within a community.

Successful towns have a statistically significant older population (42.9 years) than the less than successful towns (38.6 years). While results may not be immediate, towns may implement a variety of programs designed to attract older citizens or retirees to the community. These may include building senior centers or retirement communities.

None of the study towns were actively participating in the National Trust for Historic Preservation, Main Street program so this variable was eliminated from the study. Both qualitative and quantitative studies of this program, as reported in Chapter 2 demonstrated the importance and success in downtown redevelopment and revitalization attributable to this program. The Main Street program is a public-private partnership program that includes the establishment of an organizational structure that can steer the community to success. This organizational structure can, and often does, include a downtown merchants' association. It is recommended that town managers and communities explore the National Main Street program for implementation.

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APPENDICES

Appendix A

Tennessee Towns and Cities

Town or City	Year Incorporated	Basic Charter	2000 Population
Adams	1963	TCA §6-18-101 et seq., 1963	566
Adamsville	1869	Chapter 42, 1987	1983
Alamo*	1911	Chapter 557, 1911	2392
Alcoa	1919	Chapter 510, 1919	7734
Alexandria	1848	Chapter 160, 1935 (Ex. Ses.)	814
Algood	1901	Chapter 69, 1977	2942
Allardt	1964	TCA §6-1-101 et seq., 1964	642
Altamont*	1854	Chapter 664, 1917	1136
Ardmore	1949	Chapter 801, 1949	1082
Arlington	1900	TCA §6-1-101 et seq., 1900	2569
Ashland City*	1859	Chapter 132, 1969	3641
Athens*	1870	Chapter 455, 1953	13334
Atoka	1838	Chapter 373, 1911	4266
Atwood	1941	TCA §6-1-101 et seq.	1000
Auburntown	1949	Chapter 65, 1949	252
Baileyton	1915	Chapter 192, 1994	504
Baneberry	1986	TCA §6-18-101 et seq., 1986	366
Bartlett	1866	Chapter 55, 1993	40543
Baxter	1915	Chapter 35, 1915	1279
Bean Station	1996	TCA §6-1-101 et seq., 1996	2599
Beersheba Springs	1955	TCA §6-18-101 et seq., 1955	553
Bell Buckle	1877	TCA §6-1-101 et seq.	405
Belle Meade	1955	TCA §6-18-101 et seq., 1955	2943
Bells	1889	Chapter 80, 1993	2313
Benton*	1915	Chapter 204, 1988	1138
Berry Hill	1950	TCA §6-18-101 et seq., 1950	674
Bethel Springs	1870	Chapter 185, 1998	763
Big Sandy	1903	Chapter 200, 1903	518
Blaine	1978	TCA §6-1-101 et seq., 1978	1585
Bluff City	1870	Chapter 24, 1997	1559
Bolivar*	1827	Chapter 142, 1953	5802
Braden	1969	TCA §6-18-101 et seq., 1969	271
Bradford	1913	Chapter 38, 1985	1113
Brentwood	1969	TCA §6-18-101 et seq., 1969	26743
Brighton	1913	Chapter 98, 1977	1719
Bristol	1856	Chapter 84, 1991	24821
Brownsville*	1870	Chapter 125, 1994	10748

Town or City	Year Incorporated	Basic Charter	2000 Population
Bruceton	1925	Chapter 325, 1980	1554
Bulls Gap	1955	TCA §6-1-101 et seq., 1955	714
Burlison	1965	TCA §6-18-101 et seq., 1965	453
Burns	1953	Chapter 193, 1953	1366
Byrdstown*	1917	Chapter 90, 2002	903
Calhoun	1961	TCA §6-18-101 et seq., 1961	496
Camden*	1838	Chapter 350, 1903	3828
Carthage*	1804	Chapter 112, 1991	2251
Caryville	1968	TCA §6-1-101 et seq., 1968	2258
Cedar Hill	1870	TCA §6-18-101 et seq.	289
Celina*	1846	Chapter 90, 1991	1379
Centertown	1951	Chapter 606, 1951	257
Centerville	1853	Chapter 40, 1997	3793
Chapel Hill	1850	Chapter 159, 2002	943
Charleston	1956	TCA §6-18-101 et seq., 1956	630
Charlotte	1804	Chapter 154, 1955	1153
Chattanooga		Tennessee Constitution Article XI, Section 9-Home Rule, 1972	
	1839		155554
Church Hill	1958	TCA §6-1-101 et seq.	5916
Clarksburg	1858	TCA §6-1-101 et seq.	285
Clarksville	1807	Chapter 292, 1957	103455
Cleveland*	1842	Chapter 78, 1993	37192
Clifton	1856	TCA §6-18-101 et seq.	2699
Clinton*		Tennessee Constitution Article XI, Section 9-Home Rule, 1954	
	1801		9409
Coalmont	1957	TCA §6-18-101 et seq., 1957	948
Collegedale	1968	TCA §6-18-101 et seq., 1968	6514
Collierville	1807	Chapter 43, 2001	37044
Collinwood	1921	TCA §6-18-101 et seq.	1024
Columbia*	1817	Chapter 380, 1972	33055
Cookeville*	1903	Chapter 223, 1961	25065
Coopertown	1996	TCA §6-1-101 et seq., 1996	3510
Copperhill	1913	Chapter 94, 1993	511
Cornersville	1849	Chapter 150, 1994	962
Cottage Grove	1856	Chapter 54, 1991	97
Covington*	1826	Chapter 322, 1903	8463
Cowan	1921	Chapter 100, 1967	1770
Crab Orchard	1921	TCA §6-1-101 et seq.	838
Cross Plains	1973	TCA §6-18-101 et seq., 1973	1381
Crossville*	1901	Chapter 138, 1986	8981
Crump	1988	TCA §6-1-101 et seq., 1988	1521
Cumberland City	1903	TCA §6-1-101 et seq., 1951	316
Cumberland Gap	1907	Chapter 151, 2000	204
Dandridge*	1799	Chapter 137, 1998	2078

Town or City	Year Incorporated	Basic Charter	2000 Population
Dayton*	1903	Chapter 229, 1903	6180
Decatur*	1838	Chapter 83, 1905	1395
Decaturville*	1850	Chapter 351, 1968	859
Decherd	1868	Chapter 318, 1901	2246
Dickson	1873	Chapter 33, 1973	12244
Dover*	1805	TCA §6-1-101 et seq.	1442
Dowelltown	1949	Chapter 827, 1949	302
Doyle	1905	TCA §6-1-101 et seq.	525
Dresden*	1827	Chapter 146, 1986	2855
Ducktown	1951	TCA §6-18-101 et seq., 1951	427
Dunlap*	1909	Chapter 396, 1941	4173
Dyer	1899	Chapter 267, 1899	2406
Dyersburg*	1850	Chapter 410, 1903	17452
Eagleville	1949	Chapter 77, 1977	464
East Ridge		Tennessee Constitution Article XI, Section 9-Home Rule, 1954	
	1921		20640
Eastview	1967	TCA §6-1-101 et seq., 1967	618
Elizabethton*	1799	TCA §6-30-101 et seq., 1965	14017
Elkton	1907	Chapter 296, 1972	510
Englewood	1919	Chapter 30, 1919	1590
Enville	1953	Chapter 6, 1953	230
Erin*	1909	Chapter 403, 1951	1490
Erwin*	1903	Chapter 297, 1947	5610
Estill Springs	1948	TCA §6-1-101 et seq., 1948	2294
Ethridge	1907	TCA §6-18-101 et seq., 1973	536
Etowah		Tennessee Constitution Article XI, Section 9-Home Rule, 1964	
	1909		3663
Fairview	1959	TCA §6-18-101 et seq., 1959	5800
Farragut	1980	TCA §6-1-101 et seq., 1980	17720
Fayetteville*	1819	Chapter 294, 1903	6994
Finger	1970	TCA §6-1-101 et seq., 1970	350
Forest Hills	1957	TCA §6-18-101 et seq., 1957	4710
Franklin*	1799	Chapter 126, 1967	41842
Friendship	1858	Chapter 720, 1949	608
Friendsville	1953	Chapter 555, 1953	890
Gadsden	1868	Chapter 209, 1949	553
Gainesboro*	1905	Chapter 26, 1905	879
Gallatin*	1801	Chapter 67, 1953	23230
Gallaway	1869	TCA §6-18-101 et seq., 1966	666
Garland	1913	Chapter 35, 1913	309
Gates	1901	Chapter 286, 1943	901
Gatlinburg	1945	Chapter 84, 1945	3382
Germantown	1841	Chapter 87, 1985	40203
Gibson	1909	Chapter 243, 1992	305

Town or City	Year Incorporated	Basic Charter	2000 Population
Gilt Edge	1967	TCA §6-18-101 et seq.	489
Gleason	1903	Chapter 33, 1985	1463
Goodlettsville	1858	TCA §6-18-101 et seq., 1958	13780
Gordonsville	1909	Chapter 99, 2000	1066
Grand Junction	1901	Chapter 75, 1969	301
Graysville	1917	Chapter 230, 1992	1411
Greenback	1957	TCA §6-1-101 et seq., 1957	954
Greenbrier	1937	Chapter 158, 2002	4940
Greeneville*	1795	Chapter 563, 1903	15274
Greenfield	1905	Chapter 203, 1992	2208
Gruetli-Laager	1980	TCA §6-1-101 et seq., 1980	1867
Guys	1986	TCA §6-1-101 et seq., 1986	483
Halls	1901	Chapter 445, 1901	2311
Harriman	1891	Chapter 165, 1917	6744
Harrogate	1992	TCA §6-1-101 et seq., 1992	4425
Hartsville*	1833	Metro Gov. under TCA §7-1-101 et seq.	2395
Henderson*	1869	Chapter 198, 1901	5842
Hendersonville	1901	TCA §6-1-101 et seq., 1968	40849
Henning	1875	Chapter 274, 1901	1218
Henry	1907	Chapter 224, 1992	520
Hickory Valley	1951	Chapter 261, 1951	136
Hohenwald*	1911	Chapter 308, 1923	3754
Hollow Rock	1869	Chapter 14, 1993	963
Hornbeak	1923	Chapter 90, 1997	435
Hornsby	1920	Chapter 112, 1920 (Ex. Ses.)	306
Humboldt	1866	Chapter 61, 2001	9467
Huntingdon*	1849	Chapter 233, 1974	4349
Huntland	1907	Chapter 223, 1913	916
Huntsville*	1856	TCA §6-1-101 et seq., 1965	1116
Iron City	1962	TCA §6-18-101 et seq., 1962	368
Jacksboro*	1967	TCA §6-1-101 et seq., 1967	1887
Jackson*	1845	Chapter 101, 1993	59643
Jamestown*	1920	Chapter 54, 1959	1839
Jasper*	1852	TCA §6-1-101 et seq., 1959	3214
Jefferson City	1901	Chapter 11, 1979	7760
Jellico	1903	Chapter 167, 2002	2448
Johnson City	1869	Tennessee Constitution Article XI, Section 9-Home Rule, 1955	55554
Jonesborough*	1779	Chapter 135, 1903	4168
Kenton	1899	Chapter 87, 1981	1306
Kimball	1962	TCA §6-1-101 et seq., 1962	1312
Kingsport	1917	Chapter 76, 1917	44905
Kingston Springs	1965	TCA §6-18-101 et seq., 1965	2773

Town or City	Year Incorporated	Basic Charter	2000 Population
Kingston*	1799	Chapter 298, 1972	5264
Knoxville*		Tennessee Constitution Article XI, Section 9-Home Rule, 1982	173890
La Grange	1831	Chapter 254, 1901	7977
Lafayette*	1843	Chapter 325, 1945	136
LaFollette	1897	Chapter 161, 1897	3885
Lake City	1939	Chapter 227, 1992	1888
Lakeland	1977	TCA §6-18-101 et seq., 1977	6862
Lakesite	1972	TCA §6-18-101 et seq., 1972	1845
Lakewood	1959	TCA §6-18-101 et seq., 1959	2341
LaVergne	1972	TCA §6-1-101 et seq., 1972	18687
Lawrenceburg*	1825	Chapter 17, 2001	10796
Lebanon*	1801	Chapter 685, 1929	20284
Lenoir City	1907	Chapter 127, 1933	6819
Lewisburg*	1837	Chapter 36, 1961	10413
Lexington*	1824	Chapter 402, 1901	7393
Liberty	1850	Chapter 796, 1947	367
Linden*	1850	Chapter 365, 1923	1015
Livingston*	1907	Chapter 130, 1907	3498
Lobelville	1959	TCA §6-1-101 et seq., 1959	915
Lookout			
Mountain	1890	Chapter 210, 1992	2000
Loretto	1949	TCA §6-1-101 et seq., 1949	1665
Loudon*	1850	Chapter 74, 1975	4476
Louisville	1990	TCA §6-1-101 et seq., 1990	2052
Luttrell	1925	Chapter 94, 1965	915
Lynchburg*		Metro Gov. under TCA §7-1-101 et seq., 1987	5740
Lynnville	1833	Chapter 289, 1965	405
Madisonville*	1866	Chapter 663, 1911	3939
Manchester*	1838	Chapter 273, 1959	8294
Martin	1901	Chapter 158, 1992	10515
Maryville*	1795	Chapter 27, 1967	23120
Mason	1869	Chapter 120, 1915	1089
Maury City	1911	Chapter 107, 1986	803
Maynardville*	1870	TCA §6-18-101 et seq., 1958	1782
McEwen	1917	Chapter 669, 1951	1702
McKenzie	1868	Chapter 128, 1990	5295
McLemoresville	1949	Chapter 507, 1949	259
McMinnville*	1868	TCA §6-1-101 et seq., 1901	12783
Medina	1907	Chapter 96, 1991	1066
Medon	1860	Chapter 177, 1994	269
Memphis*		Tennessee Constitution Article XI, Section 9-Home Rule, 1963	666786
	1826		

Town or City	Year Incorporated	Basic Charter	2000 Population
Michie	1961	TCA §6-1-101 et seq., 1961	647
Middleton	1901	Chapter 220, 1953	670
Midtown	1998	TCA §6-1-101 et seq., 1998	1306
Milan	1866	Chapter 7, 1999	7821
Milledgeville	1903	TCA §6-1-101 et seq., 1961	287
Millersville	1981	TCA §6-18-101 et seq., 1981	5308
Millington	1903	Chapter 238, 1903	10433
Minor Hill	1969	TCA §6-1-101 et seq., 1969	437
Mitchellville	1909	Chapter 429, 1909	207
Monteagle	1962	TCA §6-1-101 et seq., 1962	1238
Monterey	1901	Chapter 492, 1901	2717
Morrison	1905	Chapter 244, 1905	684
Morristown*	1867	Chapter 103, 1903	24965
Moscow	1860	Chapter 77, 1991	422
Mosheim	1974	TCA §6-1-101 et seq., 1974	1754
Mount Carmel	1961	TCA §6-1-101 et seq., 1961	4795
Mount Juliet	1972	TCA §6-18-101 et seq., 1972	13997
Mount Pleasant	1824	TCA §6-18-101 et seq., 1957	4491
Mountain City*	1905	Chapter 133, 1986	2500
Munford	1905	Chapter 619, 1919	4708
Murfreesboro	1903	Chapter 429, 1931	68816
Nashville*	1806	Metro Gov. under TCA §7-7-101 et seq., 1962	545524
New Hope	1974	TCA §6-1-101 et seq., 1974	1043
New Johnsonville	1949	Chapter 77, 1971	1905
New Market	1911	TCA §6-1-101 et seq., 1977	1234
New Tazewell	1887	TCA §6-1-101 et seq., 1954	2871
Newbern	1858	Chapter 450, 1901	2988
Newport*	1799	Chapter 104, 1903	7242
Niota	1911	Chapter 48, 1919	781
Nolensville	1838	TCA §6-1-101 et seq., 1996	3099
Normandy	1858	Chapter 675, 1921	141
Norris	1949	Chapter 566, 1949	1446
Oak Hill	1952	TCA §6-18-101 et seq., 1952	4493
Oak Ridge	1962	Tennessee Constitution Article XI, Section 9-Home Rule, 1962	27387
Oakdale	1911	Chapter 587, 1911	244
Oakland	1919	Chapter 95, 1991	1279
Obion	1903	Chapter 22, 1971	1134
Oliver Springs	1903	Chapter 13, 1979	3303
Oneida	1905	Chapter 211, 1917	3615
Orlinda	1965	TCA §6-18-101 et seq., 1965	594
Orme	1935	Chapter 630, 1935	124

Town or City	Year Incorporated	Basic Charter	2000 Population
Palmer	1925	Chapter 318, 1925	726
Paris*	1849	TCA §6-18-101 et seq., 1946	9763
Parker's			
Crossroads	1981	TCA §6-18-101 et seq., 1981	284
Parrottsville	1923	Chapter 105, 2000	207
Parsons	1913	Chapter 182, 1998	2452
Pegram	1972	TCA §6-1-101 et seq., 1972	2146
Petersburg	1837	Chapter 272, 1901	580
Philadelphia	1968	TCA §6-1-101 et seq., 1968	533
Pigeon Forge	1961	TCA §6-18-101 et seq., 1961	5172
Pikeville*	1911	Chapter 574, 1939	1781
Piperton	1974	TCA §6-18-101 et seq., 1974	589
Pittman Center	1974	TCA §6-1-101 et seq., 1974	477
Plainview	1992	TCA §6-1-101 et seq., 1992	1866
Pleasant Hill	1903	Chapter 140, 1963	544
Pleasant View	1921	TCA §6-1-101 et seq., 1996	2934
Portland	1905	Chapter 568, 1939	8462
Powell's			
Crossroads	1976	TCA §6-1-101 et seq., 1976	1286
Pulaski*	1809	Chapter 711, 1949	7871
Puryear	1909	Chapter 222, 1992	667
Ramer	1958	TCA §6-18-101 et seq., 1958	354
Red Bank		Tennessee Constitution Article	
	1945	XI, Section 9-Home Rule, 1956	12418
Red Boiling			
Springs	1953	Chapter 120, 1953	1023
Ridgely	1909	Chapter 109, 2002	1667
Ridgeside	1925	Chapter 615, 1931	389
Ridgetop	1935	Chapter 176, 1935	1083
Ripley*	1838	Chapter 223, 1901	7844
Rives	1905	Chapter 129, 1981	331
Rockford	1970	TCA §6-18-101 et seq., 1970	852
Rockwood	1903	Chapter 289, 1980	5882
Rogersville*	1903	Chapter 519, 1911	4240
Rossville	1903	Chapter 161, 2002	380
Rutherford	1799	Chapter 133, 1994	1272
Rutledge*	1797	TCA §6-1-101 et seq., 1973	1187
Saltillo	1951	Chapter 699, 1951	408
Samburg	1909	Chapter 193, 1947	260
Sardis	1859	Chapter 833, 1949	445
Saulsbury	1849	Chapter 336, 1901	99
Savannah*	1833	Chapter 683, 1951	6953
Scott's Hill	1917	Chapter 139, 1973	911
Selmer*	1901	Chapter 37, 2001	4541

Town or City	Year Incorporated	Basic Charter	2000 Population
Sevierville*	1795	Tennessee Constitution Article XI, Section 9-Home Rule, 1954	12434
Sharon	1901	Chapter 177, 1901	988
Shelbyville*	1819	Chapter 754, 1947	16105
Signal Mountain	1919	Chapter 126, 1990	7725
Silerton	1923	Chapter 148, 1923	60
Slayden	1913	Chapter 346, 1913	227
Smithville*	1843	Chapter 486, 1941	3994
Smyrna	1869	Chapter 68, 2000	25569
Sneedville*	1850	TCA §6-1-101 et seq., 1953	1351
Soddy-Daisy	1969	TCA §6-18-101 et seq., 1969	11530
Somerville*	1854	Chapter 169, 1998	2671
South Carthage	1963	TCA §6-1-101 et seq., 1963	1302
South Fulton	1903	TCA §6-18-101 et seq., 1964	2517
South Pittsburg	1901	Chapter 213, 1992	3295
Sparta*	1841	Chapter 295, 1903	5030
Spencer*	1846	Chapter 179, 1923	1713
Spring City	1953	TCA §6-18-101 et seq., 1980	2025
Spring Hill	1837	TCA §6-1-101 et seq., 1987	7715
Springfield*	1796	Chapter 1, 1989	14332
St. Joseph	1870	TCA §6-18-101 et seq., 1958	829
Stanton	1927	Chapter 142, 1990	615
Stantonville	1966	TCA §6-1-101 et seq., 1966	312
Sunbright	1990	TCA §6-1-101 et seq., 1990	577
Surgoinsville	1815	TCA §6-1-101 et seq., 1980	1484
Sweetwater	1901	Tennessee Constitution Article XI, Section 9-Home Rule, 1958	5586
Tazewell*	1801	TCA §6-1-101 et seq., 1954	2165
Tellico Plains	1911	Chapter 536, 1911	859
Tennessee Ridge	1960	TCA §6-18-101 et seq., 1960	1334
Thompson's Station	1990	TCA §6-1-101 et seq., 1990	1283
Three Way	1998	TCA §6-1-101 et seq., 1998	1375
Tiptonville*	1907	Chapter 393, 1907	4765
Toone	1903	Chapter 414, 1903	330
Townsend	1921	Chapter 463, 1941	244
Tracy City	1915	Chapter 158, 1945	1679
Trenton*	1846	Chapter 551, 1903	4683
Trezevant	1911	Chapter 29, 1965	901
Trimble	1905	Chapter 88, 1993	728
Troy	1901	Chapter 50, 1979	1273
Tullahoma	1858	Chapter 238, 1967	17994
Tusculum	1959	TCA §6-18-101 et seq., 1959	2010
Unicoi	1994	TCA §6-1-101 et seq., 1994	3519

Town or City	Year Incorporated	Basic Charter	2000 Population
Union City*	1867	TCA §6-30-101 et seq., 1960	10876
Vanleer	1913	Chapter 510, 1915	310
Viola	1901	Chapter 320, 1901	129
Vonore	1965	TCA §6-1-101 et seq., 1965	1162
Walden	1975	TCA §6-1-101 et seq., 1975	1960
Wartburg*	1905	TCA §6-1-101 et seq., 1968	890
Wartrace	1858	Chapter 98, 2000	548
Watauga	1960	TCA §6-18-101 et seq., 1960	403
Watertown	1905	Chapter 187, 1937	1358
Waverly*	1838	Chapter 475, 1947	4028
Waynesboro*	1850	TCA §6-18-101 et seq., 1935	2228
Westmoreland	1901	Chapter 306, 1951	2093
White Bluff	1869	Chapter 257, 1923	2353
White House	1921	TCA §6-1-101 et seq., 1971	7220
White Pine	1915	Chapter 176, 1994	1997
Whiteville	1901	Chapter 280, 1901	4539
Whitwell	1956	Tennessee Constitution Article XI, Section 9-Home Rule, 1956	1660
Williston	1970	TCA §6-18-101 et seq., 1970	341
Winchester*	1821	Chapter 208, 1963	7329
Winfield	1983	TCA §6-1-101 et seq., 1983	911
Woodbury*	1838	Chapter 633, 1925	2428
Woodland Mills	1968	TCA §6-1-101 et seq., 1968	385
Yorkville	1848	TCA §6-18-101 et seq., 1964	293

\* indicates county seat

Source: <http://www.state.tn.us/sos/bluebook/online/countydata.pdf>

## Appendix B

### Tennessee's National Historic Districts

<b>Row</b>	<b>City</b>	<b>Resource Name</b>	<b>Listed</b>	<b>Address</b>
1	Norris	Norris District	7/10/1975	Town of Norris on U.S. 441
2	Oak Ridge	Oak Ridge Historic District	9/5/1991	Roughly bounded by East Dr., W. Outer Dr., Louisiana and Tennessee Aves.
3	Oak Ridge	Woodland-- Scarboro Historic District	9/5/1991	Roughly bounded by Rutgers Ave., Lafayette Dr., Benedict, Wilburforce and Illinois Aves.
4	Bell Buckle	Bell Buckle Historic District	1/20/1976	Irregular pattern bounded roughly by Webb Rd., Abernathy, Maple, Cumberland, and Church Sts.
5	Shelbyville	East Shelbyville Historic District	4/23/1990	Bounded roughly by N. Brittan, Louisville & Nashville railroad tracks, Lane, Evans, Sandusky and Madison Sts.
6	Normandy	Normandy Historic District	11/7/1985	Roughly bounded by Maple and Poplar Sts., Tullahoma Rd., College St., and Old Manchester Rd.
7	Shelbyville	Shelbyville Courthouse Square Historic District	10/27/1982	Public Square (Main, Spring, Depot, and Holland Sts.)
8	Wartrace	Wartrace Historic District	7/31/1991	Roughly Spring St. from Coffey to Main Sts., Vine St. from Broad to McKinley Sts. and Knob Cr. Rd. from Main to McKinley
9	Pikeville	South Main Street Historic District	4/21/1994	200--422 S. Main St.,
10	Townsend	Cades Cove Historic District	7/13/1977	10 mi. SW of Townsend in Great Smoky Mountains National Park
11	Friendsville	Craig, John J., Quarry Historic District	7/25/1989	Marmor Rd., 0.5 mi. S of Miser Station Rd.
12	Maryville	Indiana Avenue Historic District	8/21/1989	Roughly bounded by Goddard St., Court St., Indiana Ave., and Cates St.
13	Louisville	Louisville Historic District	12/23/1974	Between railroad tracks and Tennessee River
14	Maryville	Maryville College Historic District	9/9/1982	Washington St.
15	Cleveland	Centenary Avenue Historic District	4/1/1993	Roughly bounded by 8th, Harle, 13th and Ocoee Sts.
16	Cleveland	Ocoee Street Historic District	12/13/1995	1455--1981 N. Ocoee St.
17	Jellico	Jellico Commercial Historic District	11/12/1999	Roughly along North and South Main Sts.
18	Elizabethton	Elizabethton Historic District	3/14/1973	Bounded roughly by 2nd, 4th, East, and Sycamore Sts.

<b>Row</b>	<b>City</b>	<b>Resource Name</b>	<b>Listed</b>	<b>Address</b>
19	Cumberland Gap	Cumberland Gap Historic District	2/23/1990	Roughly bounded by Colwyn, Cumberland, Pennlyn, and the L & N Railroad tracks
20	Tullahoma	North Atlantic Street Historic District	7/14/1988	200--500 blks. of N. Atlantic St.
21	Tullahoma	North Washington Street Historic District	8/18/1993	603--611 N. Washington St.
22	Crossville	Cumberland Homesteads Historic District	9/30/1988	Roughly follows County Seat and Valley Rds., Grassy Cove Rd., Deep Draw and Pigeon Ridge Rds.
23	Nashville	Belle Meade Golf Links Subdivision Historic District	7/7/2004	Roughly bounded by Windsor Dr., Blackburn and Pembroke Aves., Westover Dr. and Harding Pl.
24	Nashville	Belmont-Hillsboro Historic District	5/1/1980	Roughly bounded by Primrose and 20th Aves., Magnolia and Belmont Blvds.
25	Nashville	Broadway Historic District	7/18/1980	Broadway between 2nd and 5th Aves.
26	Nashville	Buena Vista Historic District	4/24/1980	I-265 and U.S. 41
27	Nashville	East Nashville Historic District	4/15/1982	Roughly bounded by Gallatin Pike, Edgewood Pl., N 16th and Russell Sts.
28	Nashville	Edgefield Historic District	7/13/1977	Roughly bounded by Woodland, S. 10th and S. 5th Sts., and Shelby Ave.
29	Nashville	Fifth Avenue Historic District	12/5/1983	Roughly bounded by Church and Union Sts., 4th, 5th, and 6th Aves.
30	Nashville	Fisk University Historic District	2/9/1978	Roughly bounded by 16th and 18th Aves., Hermosa, Herman and Jefferson Sts.
31	Nashville	Germantown Historic District	8/1/1979	Off I-40 and U.S. 41
32	Nashville	Hillsboro--West End Historic District	12/23/1993	Roughly bounded by West End, 31st, Blakemore and 21st Aves. and I-440
33	Lakewood	Lakewood Commercial District	5/24/1985	Roughly bounded by 22nd St. and Old Hickory Blvd.
34	Nashville	Nashville Financial Historic District	3/20/2002	Third Ave., North and Union St.
35	Old Hickory	Old Hickory Historic District	5/24/1985	Bordered by Hadley Ave., Jones St., Eight St., Riverside Dr. and 15th Ave.
36	Nashville	Omohundro Water Filtration Complex District	5/13/1987	NE of Omohundro Dr.
37	Nashville	Printers Alley Historic District	8/26/1982	Roughly bounded by 3rd and 4th Aves., Bank Alley, and both sides of Church St.

Row	City	Resource Name	Listed	Address
38	Nashville	Richland-West End Historic District	4/16/1979	Roughly bounded by RR tracks, Murphy Rd., Park Circle, Wilson and Richland Aves.
39	Nashville	Rutledge Hill Historic District	7/8/1980	Roughly bounded by Middleton, 2nd, Lea and Hermitage Aves.
40	Nashville	Scarritt College Historic District	8/26/1982	19th Ave., S.
41	Nashville	Second Avenue Commercial District	2/23/1972	2nd Ave. between Brandon St. and Broadway
42	Nashville	Tanglewood Historic District	7/20/1998	4907, 4909, and 4911 Tanglewood Dr.
43	Nashville	Tanglewood Historic District (Boundary Increase)	3/19/1999	4905 Tanglewood Dr.
44	Nashville	Tennessee State University Historic District	6/14/1996	3500 John A. Merritt Blvd.
45	Nashville	Waverly Place Historic District	3/28/1985	Roughly bounded by Beech, Douglas and Bradford Aves., 10th Ave. S. and Acklen Ave.
46	Whites Creek	Whites Creek Historic District	8/16/1984	Whites Creek Pike and Old Hickory Blvd.
47	Nashville	Woodland in Waverly Historic District	3/25/1982	Roughly bounded by I 65, 8th, Bradford and Wedgewood Aves.
48	Alexandria	Alexandria Cemeteries Historic District	5/30/2002	Cemetery St.
49	Liberty	Liberty Historic District	6/25/1987	Roughly along Main and N. Main Sts.
50	Charlotte	Charlotte Courthouse Square Historic District	11/25/1977	Public Square and environs
51	Cumberland Furnace	Cumberland Furnace Historic District (40DS22)	9/28/1988	Address Restricted
52	Dyersburg	Dyersburg Courthouse Square Historic District	2/28/1991	Roughly bounded by Church, Main, Cedar and Court Sts.
53	Dyersburg	Gordon--Oak Streets Historic District	5/8/1992	107--302 Gordon and 114--305 Oak Sts., and W side 711--731 Sampson Ave.
54	Dyersburg	Troy Avenue Historic District	5/8/1992	827--1445 Troy Ave., W side
55	La Grange and	La Grange Historic District	4/4/1975	Bounded by La Grange town boundaries and including both sides of TN 57 E to jct. with TN 18
56	Rossville	Rossville Historic District	7/19/2001	Roughly along Main, Second, and Front Sts.

Row	City	Resource Name	Listed	Address
57	Somerville	Somerville Historic District	4/15/1982	Court Square, and irregular pattern along N. Main St.
58	Williston	Williston Historic District	12/14/1995	Roughly, along Hotel and Railroad Sts. and Walker Ave.
59	Allardt	Allardt Historic District	10/29/1991	Jct. of TN 52 and Base Line Rd.
60	Forbus	Forbus Historic District	7/3/1991	TN 28 E of Davidson
61	Jamestown	York, Alvin C., Agricultural Institute Historic District	9/20/1991	US 127 S of jct. with TN 154
62	Allardt	Youngs Historic District	10/16/1991	Jct. of Indiana and Portland Aves.
63	Huntland	Falls Mills Historic District	7/9/1987	Old Salem-Lexie and Falls Mill Rds.
64	Trenton	Trenton Historic District	4/15/1982	High, College, and Church Sts.
65	Lynnville	Lynnville Historic District	4/1/1988	Roughly bounded by Mill St., Main and School Rd. and Long St., Louisville & Nashville RR, and Water and Buggs Sts.
66	Pulaski	Pulaski Courthouse Square Historic District	8/11/1983	First, Jefferson, Madison, and Second Sts.
67	Pulaski	Pulaski Courthouse Square Historic District (Boundary Increase)	7/3/1997	114 E. Jefferson St.
68	Pulaski	Sam Davis Avenue Historic District	3/2/1989	Sam Davis Ave. and E. Madison St.
69	Pulaski	South Pulaski Historic District	7/10/1986	Roughly bounded by W. College, First, Cemetery, and S. Third Sts.
70	Chuckey	Earnest Farms Historic District	1/11/2002	S of Nolichucky R., bounded by Crum Farm and Jim Earnest Farmstead
71	Greeneville	Greeneville Historic District	5/3/1974	Roughly bounded by Irish, Nelson, E. Church, College and McKee Sts.
72	Tusculum	Tusculum College Historic District	11/25/1980	U.S. 11 and TN 107
73	Beersheba Springs	Beersheba Springs Historic District	3/20/1980	TN 56
74	Tracy City	Grundy Lakes Historic District	4/1/1987	Grundy Lakes State Pk. E of TN 56
75	Monteagle	Monteagle Sunday School Assembly Historic District	3/25/1982	Off U.S. 64, U.S. 41, and TN 56
76	Monteagle	Wonder Cave	4/1/1987	Wonder Cave Rd.

Row	City	Resource Name	Listed	Address
77	Morristown	Historic District Morristown College Historic District	9/15/1983	417 N. James St.
78	Chattanooga	Ferger Place Historic District	5/1/1980	Evening Side Dr. and Morning Side Dr.
79	Chattanooga	Fort Wood Historic District	4/18/1979	Roughly bounded by Palmetto, McCallie, Central and 5th Sts.
80	Chattanooga	Glenwood Historic District	7/25/1989	Roughly bounded by Parkwood Dr., Glenwood Dr., Oak St., and Derby St.
81	Chattanooga	King, M. L., Boulevard Historic District	3/20/1984	Roughly M. L. King Blvd. between Browns and University Sts.
82	Chattanooga	Market and Main Streets Historic District	7/24/1992	Roughly bounded by Cowart, King, Market and Main Sts.
83	Chattanooga	Market Street Warehouse Historic District	4/5/1984	1118-1148 Market St.
84	Chattanooga	Missionary Ridge Historic District	9/5/1996	N. and S. Crest Rd. from Delong Reservation to 700 S. Crest Rd.
85	Chattanooga	Moccasin Bend Archeological District	9/8/1986	Address Restricted
86	Signal Mountain	Signal Mountain Historic District	10/5/2001	Roughly along James Blvd., Brady Point Rd., and Signal Point Rd.,
87	Chattanooga	St. Elmo Historic District	4/15/1982	Alabama, St. Elmo, and Tennessee Aves.
88	Chattanooga	Stone Fort Land Company Historic District	7/1/1999	10th, Newby, E. 11th and Market Sts.
89	Chattanooga	Stringer Ridge Historic District	5/22/1984	Address Restricted
90	Chattanooga	Woodland Mound Archeological District	5/22/1984	Address Restricted
91	Sneadville	Vardy School Community Historic District	11/8/1984	Blackwater Rd.
92	Bolivar	Bills-McNeal Historic District	2/12/1980	Irregular pattern along Lafayette, McNeal, Bills, Union, Lauderdale and Washington Sts.
93	Bolivar	Bolivar Court Square Historic District	1/10/1980	TN 125 and U.S. 64
94	Bolivar	North Main Street Historic District	3/20/1980	N. Main, Sycamore, Jefferson, Washing and Water Sts.
95	Bolivar	Western State Hospital Historic District	6/25/1987	US 64
96	Savannah	Savannah Historic District	4/2/1980	Irregular pattern along Main, Deford, Guinn, Church, College, Williams and Cook Sts.

Row	City	Resource Name	Listed	Address
97	Savannah	Savannah Historic District (Boundary Increase)	11/8/1993	410 and 506 Main St.
98	Kingsport	Boatyard Historic District	12/12/1973	SW of Kingsport on Holston and S. Fork of Holston River
99	Bulls Gap	Bulls Gap Historic District	7/30/1987	S. Main, Church, McGregor, Price and Mill Sts.
100	Pressmen's Home	Pressmen's Home Historic District	11/20/1985	TN 94
101	Rogersville	Rogersville Historic District	2/23/1973	Bounded by N. Boyd, Kyle, Clinch, and N. Bend Sts., McKinney Ave., and S. Rogen Rd.
102	Brownsville	College Hill Historic District	9/11/1980	TN 19 and U.S. 70/79
103	Paris	North Poplar Historic District	9/7/1988	Along sections of N. Poplar St. and E. Church St.
104	Paris	Paris Commercial Historic District	9/7/1988	Along sections of E. and W. Wood, W. Washington, N. and S. Poplar, N. and S. Market, Fentress and W. Blythe Sts.
105	Paris	West Paris Historic District	9/7/1988	Along sections of W. Washington, N. College and Hudson Sts.
106	Bon Aqua	Bon Aqua Springs Historic District	2/23/1990	Old Hwy. 46, SE of Bon Aqua
107	Aetna	New Aetna Furnace Historic District (40HI149)	6/13/1988	Address Restricted
108	Primm Springs	Primm Springs Historic District	7/5/1985	Irregular Pattern along the Puppy Branch of Dog Creek between House & Baker Rds. & Mineral Springs
109	Greenfield Bend	Shelby Bend Archeological District	2/1/1990	Address Restricted
110	Hurricane Mills	Hurricane Mills Rural Historic District	12/13/1999	44 Hurricane Mills Rd.
111	Denver	Johnsonville Historic District	3/12/2001	Old Johnsonville Rd.
112	Gainesboro	Gainesboro Historic District	10/25/1990	Roughly bounded by Cox, Minor, Montpelier and Mark Twain Sts.
113	Gainesboro	Gainesboro Residential Historic District	7/11/2001	Roughly along Dixie Ave. and Cox, Minor, and N. Murray Sts.
114	Dandridge	Dandridge Historic District	1/22/1973	Town center around Main, Meeting, and Gay Sts.
115	Knoxville	Adair Gardens Historic District	9/23/1994	Roughly bounded by Adair, Rose and Coile Drs.
116	Concord	Concord Village Historic District	10/22/1987	Roughly bounded by Lakeridge & Third Drs., Spring St., & the Masonic Hall & Cemetery

<b>Row</b>	<b>City</b>	<b>Resource Name</b>	<b>Listed</b>	<b>Address</b>
117	Knoxville	Emory Place Historic District	11/10/1994	Roughly bounded by Broadway, N. Central, Emory, 5th, E. 4th and King Sts.
118	Knoxville	Forest Hills Boulevard Historic District	4/14/1992	500--709 Forest Hills Blvd.
119	Knoxville	Fort Sanders Historic District	9/16/1980	Roughly bounded by White and Grand Aves., 11th and 19th Sts.
120	Knoxville	Fourth and Gill Historic District	4/29/1985	Roughly bounded by I-40, Broadway, Central and 5th Ave.
121	Knoxville	Gay Street Commercial Historic District	11/4/1986	Roughly along Gay St. from Summit Hill Dr. to Church Ave.
122	Knoxville	Gibbs Drive Historic District	11/8/2000	Gibbs Dr.
123	Knoxville	Island Home Park Historic District	11/10/1994	Bounded by Island Home Blvd., Fisher and Spence Pls. and Maplewood
124	Knoxville	Jackson Avenue Warehouse District	4/11/1973	Jackson Ave.
125	Knoxville	Jackson Avenue Warehouse District Extension	3/10/1975	120--124 Jackson Ave.
126	Knoxville	Kingston Pike Historic District	12/4/1996	Roughly 2728-3151, 3201, 3219, 3401, 3425, and 3643 Kingston Pike
127	Knoxville	Knoxville College Historic District	5/1/1980	901 College St., NW
128	Knoxville	Market Square Commercial Historic District	12/20/1984	Market Sq. Mall
129	Knoxville	Mechanicsville Historic District	7/18/1980	Off TN 62
130	Knoxville	Old North Knoxville Historic District	5/14/1992	Roughly bounded by E. Woodland, Bluff, Armstrong, E. Baxter and Central Aves.
131	Knoxville	Park City Historic District	10/25/1990	Roughly bounded by Washington Ave., Cherry St., Woodbine Ave., Beaman St., Magnolia Ave. and Winona St.
132	Knoxville	Riverdale Historic District	4/23/1997	6145 and 6603 Thorngrove Pike and 6802 Hodges Ferry Rd.
133	Knoxville	South Market Historic District	12/4/1996	707, 709 and 713 Market St. and 404 and 406 Church Ave.
134	Knoxville	Southern Terminal and Warehouse Historic District	11/18/1985	Roughly bounded by Depot Ave., N. Central Ave. and Sullivan St. and S. Central Ave., Vine Ave., and N. and S. Gay St.
135	Knoxville	Southern Terminal and Warehouse Historic District (Boundary Increase)	3/10/2004	100 N Broadway and 525 W. Jackson Ave.

Row	City	Resource Name	Listed	Address
136	Knoxville	Tennessee School for the Deaf Historic District	12/4/1996	2725 Island Home Blvd.
137	Lawrenceburg	Lawrenceburg Commercial Historic District	4/14/1992	Roughly bounded by N. Military St., Public Sq., E. Gaines St. and E. Pulaski St.
138	Napier	Napier Furnaces Historic District (40LS14)	5/4/1988	Address Restricted
139	Fayetteville	Mulberry-Washington-Lincoln Historic District	5/31/1984	Roughly Bright, Elk, Green, Main, Lincoln, Mulberry and Washington Sts.
140	Petersburg	Petersburg Historic District	11/7/1985	Roughly bounded by Church, Railroad, Gaunt Sts., and TN 50
141	Fayetteville	South Elk Street Historic District	7/12/1989	Roughly bounded by E. Campbell St., Franklin St., Louisville and Nashville Railroad tracks, and S. Elk St.
142	Red Boiling Springs	Donoho Hotel Historic District	9/11/1986	Market St.
143	Bemis	Bemis Historic District	12/16/1991	Roughly bounded by D St., the Illinois Central Gulf RR tracks, Sixth St. and rural property lines to the W and S
144	Jackson	East Main Street Historic District	7/3/1980	Irregular pattern along E. Main St.
145	Jackson	Lane College Historic District	7/2/1987	Lane Ave.
146	Jackson	Lane College Historic District (Boundary Increase)	11/8/1991	Area including President's Home and Lane Ave. to present district boundary
147	Jackson	Northwood Avenue Historic District	11/7/1990	1--38 Northwood Ave.
148	South Pittsburg	Putnam--Cumberland Historic District of Richard City	7/25/1991	1805--1810 Cumberland and 1805--1812 Putnam Aves.
149	South Pittsburg	South Pittsburg Historic District	10/25/1990	Roughly bounded by Elm and Walnut Aves. and 2nd and 7th Sts.
150	South Pittsburg	South Pittsburg Historic District (Boundary Increase)	7/11/2001	700-804 Elm Ave.
151	South Pittsburg	Townsite Historic District of Richard City	7/25/1991	402--512 Dixie, 102--106 Lee Hunt and 2207 Cumberland Aves.
152	Berlin	Berlin Historic District	8/30/1984	US 431
153	Columbia	Ashwood Rural Historic District	2/10/1989	Spans US 43 between Columbia and Mount Pleasant

<b>Row</b>	<b>City</b>	<b>Resource Name</b>	<b>Listed</b>	<b>Address</b>
154	Columbia	Columbia Commercial Historic District	8/16/1984	Roughly bounded by 7th, 8th, Woodland, and High St.
155	Columbia	Columbia West End Historic District	3/13/1986	Roughly along W. Seventh St. between Frierson St. and the Seaboard System RR
156	Mount Pleasant	Mount Pleasant Commercial Historic District	11/13/2003	Roughly bounded by N. and S. Main Sts., Public Sq. and Hay Long Ave.
157	Mount Pleasant	North Main Street Historic District	8/8/1989	Roughly N. Main St. from Shofner St. to Third St.
158	Mount Pleasant	Pleasant Historic District	8/8/1989	Roughly bounded by Haylong Ave., Pleasant, Bond, Wheeler, Adams, and Cherry St., Washington Ave., and College St.
159	Rockdale	Rockdale Furnace Historic District (40MU487)	7/21/1988	Address Restricted
160	Columbia	West Sixth Street and Mayes Place Historic District	2/25/1978	W. 6th St. and Mayes Pl.
161	Etowah	Etowah Historic District	7/25/1996	Roughly bounded by 5th St., Washington Ave., 11th St., and Indiana Ave.
162	Clarksville	Clarksville Architectural District	5/13/1976	Public Sq., Legion, 3rd, Franklin, and Commerce Sts.
163	Clarksville	Clarksville Industrial District	4/30/1976	Bounded by Washington St., Crossland Ave., the ICG RR., and the Cumberland River
164	Clarksville	Dog Hill Architectural District	5/9/1980	Munford Ave., 1st, Union, Madison and 2nd Sts.
165	Clarksville	Glenwood Historic District	11/29/1996	101-109 Glenwood Dr., 110-182 E. Glenwood Dr., 111-179 W. Glenwood Dr.
166	Clarksville	Madison Street Historic District	11/22/1999	Address Restricted
167	Lynchburg	Lynchburg Historic District	7/19/1996	Roughly bounded by Majors, Main, Elm, and Wall Sts.
168	Union City	East Main Street and Exchange Street Historic District	11/22/1999	Roughly along Main, Exchange and Church Sts.
169	Union City	Washington Avenue and Florida Avenue Historic District	9/1/2001	Located along Washington And Florida Aves., bet. 3rd and 5th Sts.
170	Livingston	Standing Stone Rustic Park Historic District	7/8/1986	Standing Stone State Park
171	Jamestown	Pickett State Rustic Park Historic District	7/8/1986	Pickett State Park and Forest

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172	Ducktown	Burra Burra Mine Historic District	3/17/1983	TN 68 and Burra St.
173	Ducktown	Buzzard's Roost Historic District	5/15/1992	301--400 College, 420--430 Ell and 129--186 Main Sts., 400--415 School House Rd. and 211 and 215 TN 68
174	Copperhill	Copperhill Historic District	5/15/1992	Roughly bounded by Hill, Prospect, Main and Riverview Sts.
175	Ducktown	Ducktown Historic District	5/15/1992	Roughly bounded by TN 68 and alley 2 blocks NW of Main St.
176	Copperhill	Newtown Historic District	5/15/1992	510--521 First, 538--730 Second and 580--730 Third Sts.
177	Reliance	Reliance Historic District	3/13/1986	Roughly bounded by New Reliance and Power House Rds., TN 30, and the Hiwassee River
178	Harriman	Cornstalk Heights Historic District	1/11/1991	Roughly bounded by Georgia Ave., Sewanee St., Morgan Ave. and Trenton St.
179	Rockwood	Kingston Avenue Historic District	12/1/1997	Roughly along N. Kingston, S. Kingston, and E. Rockwood Aves.
180	Harriman	Roane Street Commercial Historic District	6/29/1989	Roughly Roane St. between Morgan Ave. NW. and Crescent Ave. NW.
181	Springfield	Springfield Town Square Historic District	8/1/1979	U.S. 41 and TN 49
182	Murfreesboro	East Main Street Historic District	7/11/1985	Roughly E. Main, E. Lytle, College, University and E. Vine Sts.
183	Murfreesboro	North Maney Avenue Historic District	4/4/1985	Roughly bounded by N. Maney and N. Highland Aves., E. College St. and N. Academy Ave.
184	Gatlinburg	Elkmont Historic District, Great Smoky Mountains NP	3/22/1994	Off TN 72 SW of Gatlinburg
185	Gatlinburg	Roaring Fork Historic District	3/16/1976	5 mi. SE of Gatlinburg off TN 73, Great Smoky Mountains National Park
186	Sevierville	Sevierville Commercial Historic District	10/23/1986	Sections of Bruce St., Court Ave., and Commerce St.
187	Sevierville	Thomas Addition Historic District	3/17/1994	Roughly bounded by Park Rd., Belle Ave., Cedar St., Grace Ave. and Prince St.
188	Memphis	Adams Avenue Historic District	11/25/1980	Adams and Washington Aves.
189	Memphis	Annesdale Park Historic District	12/22/1978	Roughly bounded by Peabody and Goodbar Aves., Cleveland St. and Rosenstein Pl.
190	Memphis	Annesdale- Snowden Historic District	10/25/1979	Roughly bounded by I-255, Lamar Ave. and Heistan Pl
191	Arlington	Arlington Historic District	5/17/1982	Brown, Campbell, Chester, Quintard, Greenlee, and Walker Sts.
192	Memphis	Beale Street	10/15/1966	Beale St. from 2nd to 4th Sts.

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193	Memphis	Historic District Central Gardens Historic District	9/9/1982	Roughly bounded by Rembert St., York, Cleveland and Eastmoreland Aves.
194	Collierville	Collierville Historic District	3/12/1990	Roughly N. and S. Rowlett, Poplar, and Walnut Sts.
195	Memphis	Cooper--Young Historic District	6/22/1989	Roughly bounded by L & N Railroad tracks, E. Parkway S., Southern Ave., and S. McLean Blvd.
196	Memphis	Cotton Row Historic District	8/1/1979	S. Front St. between Monroe and Gayoso Aves.
197	Memphis	Court Square Historic District	4/15/1982	Roughly bounded by Riverside Dr., N. 2nd St., Madison and Jefferson Aves.
198	Memphis	Delmar--Lema Historic District	3/12/1998	1044-1066 Delmar Ave;1044-1060, 1041-1061 Lemar Pl.
199	Memphis	East Buntyn Historic District	11/22/1995	Roughly bounded by Central and Southern Aves. and Ellsworth and Greer Sts.
200	Memphis	Evergreen Historic District	1/11/1985	Roughly bounded by N. Parkway, Kenilworth St., Watkins St., and Court Ave.
201	Memphis	Fountain Court Historic District	12/17/1998	1155-1229 Fountain Court
202	Memphis	Gaston Park Historic District	7/3/1989	1046 S. Third St.
203	Memphis	Gayoso-Peabody Historic District	5/7/1980	Roughly bounded by Call Pl., S. 3rd and S. Front Sts., Monroe and Gayoso Aves.
204	Memphis	Glenview Historic District	10/7/1999	Bounded by Souther RR, Lamar Ave., S. Parkway E., and Frisco RR
205	Memphis	Goodwyn Street Historic District	3/9/1990	Goodwyn St. from Central to Southern Aves.
206	Memphis	Green Meadows-- Poplar Glen Historic District	4/22/2003	Roughly along Union Ave.Ext., Patricia Dr., Madison Ave., Ashlawn Rd., Ashlawn Cove, and Alicia Dr.
207	Memphis	Greenlaw Addition Historic District	8/16/1984	Roughly bounded by Bethel, Thomas, 7th, Auction, and 2nd Sts.
208	Memphis	Hein Park Historic District	11/16/1988	Bounded by Charles Pl., Jackson Ave., Trezevant St, and N. Parkway Dr.
209	Memphis	High Point Terrace Historic District	12/12/2002	Bounded by Highland, Eastland and Swan Ridge Circle, Walnut Grove and Sam Cooper
210	Memphis	Idlewild Historic District	3/5/1999	Roughly bounded by S. Cooper St., Linden Ave., Rembert St., and Central Ave.
211	Memphis	Madison-Monroe Historic District	5/19/1983	Madison and Monroe Aves., Main and 2nd Sts.
212	Memphis	Overton Park Historic District	10/25/1979	Roughly bounded by Poplar Ave., E. Parkway N., N. Parkway E., and Kenilworth St.

<b>Row</b>	<b>City</b>	<b>Resource Name</b>	<b>Listed</b>	<b>Address</b>
213	Memphis	Overton Parkway Historic District	11/18/1999	Roughly bounded by Cooper St., East Parkway, Poplar and Madison Sts.
214	Memphis	Pinch--North Main Commercial District (Boundary Increase)	10/25/1990	122 Jackson Ave.
215	Memphis	Pinch-North Main Commercial District	10/18/1979	Roughly bounded by N. Front and N. 2nd Sts., Commerce and Auction Aves.
216	Memphis	Shadowlawn Historic District	8/14/1995	Roughly bounded by Shadowlawn, Wellington, S. Parkway and Essex Sts.
217	Memphis	South Bluffs Warehouse Historic District	6/4/1987	Roughly S. Front St., Wagner Pl., and Tennessee St. from Beale St. to Calhoun Ave.
218	Memphis	South Main Street Historic District	9/2/1982	Roughly S. Main St. between Webster and Linden, and Mulberry between Calhoun and Vance Aves.
219	Memphis	South Main Street Historic District (Boundary Increase)	3/8/1997	663 S. Main St.
220	Memphis	South Main Street Historic District (Boundary Increase)	7/9/1999	384 Mulberry and 129 Talbot
221	Memphis	South Parkway- Heiskell Farm Historic District	2/11/1983	S. Parkway E. and E. Parkway S.
222	Memphis	Southwestern at Memphis Historic District	7/20/1978	2000 N. Parkway
223	Memphis	Speedway Terrace Historic District	3/19/1999	Roughly bounded by N. Watkins, Snowden, N. Bellevue, and Forrest Ave.
224	Memphis	St. Paul Avenue Historic District	12/17/1998	751-53 to 775-77 St. Paul Ave., and 558 Boyd St.
225	Memphis	Stonewall Place Historic District	3/25/1982	Stonewall St. between Poplar Ave. and North Pkwy.
226	Memphis	Strathmore Place Historic District	12/17/1998	Strathmore Circle East, North, and South, and 280 and 292 East Parkway
227	Memphis	Third Additon to Jackson Terrace Historic District	11/21/2001	Henry Ave., Hardin Ave., Atlantic Ave. and Crump Ave.
228	Memphis	Victorian Village District	12/11/1972	Adams and Jefferson Sts.
229	Memphis	Vollintine Evergreen Avalon Historic District	5/23/1997	Roughly bounded by Stonewall, Vollintine, and Evergreen Sts., and Cypress Creek
230	Memphis	Vollintine Evergreen Historic District	4/12/1996	Roughly bounded by Watkins St., Vollintine Ave., Faxon Ave., Jackson Ave., and University St.

Row	City	Resource Name	Listed	Address
231	Memphis	Vollintine Evergreen North Historic District	5/23/1997	Roughly bounded by Mclean Blvd., Vollintine Ave., University St., and Rainbow Cir.
232	Memphis	Wells--Arrington Historic District	4/22/1999	563-610 Arrington Ave. and 556-601 Wells Ave.
233	Dixon Springs	Dixon Springs District	2/10/1975	1.75 mi. NE of Cumberland River
234	Blountville	Blountville Historic District	2/23/1973	Center of Blountville along both sides of TN 126
235	Kingsport	Church Circle District	4/11/1973	Center of Kingsport, along Sullivan St.
236	Gallatin	Gallatin Commercial Historic District	10/23/1985	Roughly bounded by Town Creek, N. Water Ave. and Boyer and College Sts., E. Main St, and S. Water Ave. and Trimble St.
237	Castilian Springs	Parker--Bryson Historic District	6/25/1987	Greenfield Lane
238	Hendersonville	Shackle Island Historic District	1/30/1978	N of Hendersonville at Shackle Island Rd. and Long Hollow Pike
239	Covington	South College Street Historic District	2/7/1997	600, 700, and 800 Blocks of S. College St.
240	Covington	South Main Street Historic District	5/29/1992	Roughly bounded by S. Main St., Sherrod Ave., S. Maple St. and Sanford and Lauderdale Aves.
241	Hartsville	Hartsville Historic District	6/24/1993	Roughly bounded by Church, Front, River, Greentop and Court Sts.
242	Washington	Broylesville Historic District	3/28/1985	Roughly bounded by TN 34, Taylor Mill and Gravel Hill Rds. along Little Limestone Creek
243	Johnson City	Johnson City Commercial Historic District	7/17/2003	E. Market St., E. Main St., Tipton St., Buffalo St., Spring St., S. Roan St., and Colonial Way
244	Johnson City	Johnson City Warehouse and Commerce Historic District	7/17/2003	Commerce St., W. Market St., McClure St., Boone St.
245	Jonesboro	Jonesboro Historic District	12/23/1969	Roughly bounded by Depot and College Sts., 3rd Ave., and jct. of Main St. and Franklin Ave.
246	Johnson City	Knob Creek Historic District	7/10/1986	Gray Station, Knob Creek, and Fair Ridge Rds.
247	Johnson City	Tree Streets Historic District	3/12/1996	Roughly bounded by S. Roan, W. Chestnut, Franklin and Virginia Sts. and University Pkwy.
248	Washington College	Washington College Historic District	7/17/2002	116 Doak Ln.
249	Clifton	Water Street Historic District	7/8/1992	Water St. (TN 128) between Polk and Cedar Sts.
250	Martin	University Street Historic District	7/5/1996	225--248 University St.
251	Sparta	Sparta Residential Historic District	10/28/1991	Roughly bounded by N. Main, College, Everett and Church Sts.

Row	City	Resource Name	Listed	Address
252	Franklin	Franklin Historic District	10/5/1972	Centered around Main St. (TN 96) and 3rd Ave. (U.S. 31)
253	Franklin	Franklin Historic District (Boundary Increase)	4/13/1988	Third Ave. S between S. Margin St. and the RR
254	Franklin	Hincheyville Historic District	4/15/1982	W. Main, Fair, 6th, 7th, 8th, 9th, and 10th Sts.
255	Leipers Fork	Leipers Fork Historic District	7/1/1998	Roughly bounded by Joseph St., Old TN 96, Old Hillsboro Rd., and Sycamore St.
256	Franklin	Lewisburg Avenue Historic District	4/13/1988	Roughly bounded by S. Margin St., Lewisburg Ave., and Adams St.
257	Franklin	Natchez Street Historic District	2/11/2004	Roughly bounded by Columbia Ave., Granbury St., and W. Main St.
258	Lebanon	Castle Heights Academy Historic District	1/11/1996	Jct. of Castle Heights Ave. N. and Cadet Ct.
259	Lebanon	Cedars of Lebanon State Park Historic District	11/7/1995	Cedar Forest Rd., Cedars of Lebanon State Park
260	Lebanon	Lebanon Commercial Historic District	11/18/1999	Roughly around the Public Sq., and 104-124 N. College, 105-115 N. Cumberland, 102-203 E. Main, and 103-122 E. Market St
261	Watertown	Watertown Commercial Historic District	11/8/2000	Roughly along Main St., Depot Ave., and Public Square

Source: <http://www.cr.nps.gov/nr/research/nris.htm>

## Appendix C

### Tennessee Towns with Population of 10,000 or Fewer and a National Historic District

<b>Alpha No.</b>	<b>Historic District</b>	<b>No. of Districts</b>	<b>Town or City</b>	<b>Year Incorporated</b>	<b>2000 Population</b>
7	Y	2	Allardt	1964	642
10	Y	1	Arlington	1900	2569
22	Y	1	Bell Buckle	1877	405
31	Y	4	Bolivar*	1827	5802
39	Y	1	Bulls Gap	1955	714
53	Y	1	Charlotte	1804	1153
68	Y	2	Copperhill	1913	511
78	Y	1	Cumberland Gap	1907	204
79	Y	1	Dandridge*	1799	2078
89	Y	3	Ducktown	1951	427
114	Y	2	Gainesboro*	1905	879
135	Y	2	Harriman	1891	6744
137	Y	1	Hartsville*	1833	2395
157	Y	1	Jellico	1903	2448
159	Y	1	Jonesborough*	1779	4168
166	Y	1	La Grange	1831	7977
172	Y	1	Lakewood	1959	2341
179	Y	1	Liberty	1850	367
188	Y	1	Lynchburg*	1833	5740
189	Y	1	Lynnville	1838	405
221	Y	3	Mount Pleasant	1824	4491
234	Y	1	Normandy	1858	141
246	Y	3	Paris*	1849	9763
251	Y	1	Petersburg	1837	580
262	Y	4	Pulaski*	1809	7871
273	Y	4	Rockwood	1903	5882
274	Y	1	Rogersville*	1903	4240
275	Y	1	Rossville	1903	380
295	Y	1	Somerville*	1854	2671
332	Y	1	Wartrace	1858	548
334	Y	1	Watertown	1905	1358
343	Y	1	Williston	1970	341

Verified by personal communication from Ms. Claudette Stager, Historic Preservation Specialist, Tennessee Historical Commission on January 6, 2006

Appendix D

Predictor Variables

Variable No.	Variable Name	Survey Question	Data Source	Variable Reference Source
RQ 1: Are the socioeconomic and demographic characteristics of successful towns significantly different from less than successful towns?				
1	County Seat	NA	Secondary Tennessee Blue Book Online <a href="http://www.state.tn.us/sos/bluebook/online/countydata.pdf">http://www.state.tn.us/sos/bluebook/online/countydata.pdf</a>	Smith, 2000; Leistriz, Ayers, & Stone, 1992
2	Population	NA	Secondary Tennessee Blue Book Online <a href="http://www.state.tn.us/sos/bluebook/online/countydata.pdf">http://www.state.tn.us/sos/bluebook/online/countydata.pdf</a>	Smith, 2000
3	Median Age	NA	Secondary U.S. Census Bureau <a href="http://factfinder.census.gov/">http://factfinder.census.gov/</a>	Center for Best Practices, 2003; Paradis, 1997
4	Per Capita Income	NA	Secondary U.S. Census Bureau <a href="http://factfinder.census.gov/">http://factfinder.census.gov/</a>	Center for Best Practices, 2003; Paradis, 1997
5	High School Education	NA	Secondary U.S. Census Bureau <a href="http://factfinder.census.gov/">http://factfinder.census.gov/</a>	Paradis, 1997
RQ 2: Are the physical and geographic attributes of successful towns significantly different from less than successful towns?				
6	“Big-box” retail	1	Primary	Arnold & Luthra, 2000; Childs, Greenstreet, & Witt, 1997; Moe, 1995

<b>Variable No.</b>	<b>Variable Name</b>	<b>Survey Question</b>	<b>Data Source</b>	<b>Variable Reference Source</b>
7	“Big-box” distance	2	Primary	Arnold & Luthra, 2000; Childs, Greenstreet, & Witt, 1997; Moe, 1995
8	Shopping mall	3	Primary	Leistritz et al., 1992; Lawhead, 1995
9	Shopping mall distance	4	Primary	Leistritz et al., 1992; Lawhead, 1995
10	Distance to nearest 4-lane U.S. Hwy	5	Primary	Prideaux, 2002a; Leistritz et al., 1992
11	Distance to nearest Interstate Hwy Interchange	6	Primary	Prideaux, 2002a; Leistritz et al., 1992; Childs et al., 1997
12	Distance to nearest major commercial airport	7	Primary	Prideaux, 2002a
13	Distance to nearest major city	8	Primary	Leistritz et al., 1992 (30 miles)
14	Traffic volume on “main street”	9	Primary	Bruce, Jackson, & Cantalops, 2001
15	# hotel/motel rooms in town	10	Primary	Childs et al., 1997

<b>Variable No.</b>	<b>Variable Name</b>	<b>Survey Question</b>	<b>Data Source</b>	<b>Variable Reference Source</b>
16	# hotels/motel rooms in HD	11	Primary	Childs et al., 1997
17	H/M Occupancy rate	12	Primary	Field Test
18	# B&B rooms in town	13	Primary	Childs et al., 1997
19	# B&B rooms in HD	14	Primary	Childs et al., 1997
20	B&B Occupancy rate	15	Primary	Field Test
21	# eating estab. in town	16	Primary	Childs et al., 1997
22	# eating estab. In HD	17	Primary	Childs et al., 1997
23	Restaurant Beer	18	Primary	Prideaux, 2002a
24	Liquor by the drink	19	Primary	Prideaux, 2002a
25	Grand Division within the state	NA	Secondary Municipal Technical Advisory Service, University of Tennessee <a href="http://www.mtas.utk.edu/public/web.nsf/search/cityname?opendocument">http://www.mtas.utk.edu/public/web.nsf/search/cityname?opendocument</a>	Smith, 2000
26	Located in MSA	NA	Secondary U.S. Census Bureau <a href="http://factfinder.census.gov/">http://factfinder.census.gov/</a>	Smith, 2000
27	Year Town Founded	20	Primary	Baer, 1995

<b>Variable No.</b>	<b>Variable Name</b>	<b>Survey Question</b>	<b>Data Source</b>	<b>Variable Reference Source</b>
28	Year town incorporated	NA	Secondary Tennessee Blue Book <a href="http://www.state.tn.us/sos/bluebook/online/countydata.pdf">http://www.state.tn.us/sos/bluebook/online/countydata.pdf</a>	Baer, 1995
29	Year HD placed on NRHP	NA	Secondary National Register of Historic Places <a href="http://www.cr.nps.gov/nr/research/nris.htm">http://www.cr.nps.gov/nr/research/nris.htm</a>	Baer, 1995
30	% buildings in vacant a. # of buildings in historic district b. # of buildings vacant	21  22	Calculated from:  Primary  Primary	Field Test
<b>RQ 3: Are the town's organizational structures of successful towns significantly different from less than successful towns?</b>				
31	Town Administrator	NA	Secondary Municipal Technical Advisory Service, University of Tennessee <a href="http://www.mtas.utk.edu/public/web.nsf/search/cityname?opendocument">http://www.mtas.utk.edu/public/web.nsf/search/cityname?opendocument</a>	Cox, Daily, & Pajari, 1991; Smith, 2000; Eckenstahler, 1995
32	Economic Development Director	23	Primary	Cox et al., 1991; Eckenstahler, 1995; Leistritz et al., 1992
33	EDD Employer	23a	Primary	Cox et al., 1991; Eckenstahler, 1995; Leistritz et al., 1992
34	EDD Status	23b	Primary	Cox et al., 1991; Eckenstahler, 1995; Leistritz et al., 1992

<b>Variable No.</b>	<b>Variable Name</b>	<b>Survey Question</b>	<b>Data Source</b>	<b>Variable Reference Source</b>
35	Tourism Director	24	Primary	Paradis, 1997
36	TD Employer	24a	Primary	Paradis, 1997
37	TD Status	24b	Primary	Paradis, 1997
38	Active National Main Street Town	NA	Secondary Department of Economic and Community Development <a href="http://www.tennessee.gov/ecd/comdev_mainstreet.htm">http://www.tennessee.gov/ecd/comdev_mainstreet.htm</a>	Smith, 2000; Lawhead, 1995
39	Certified Local Government	NA	Secondary Department of Environment and Conservation <a href="http://www.state.tn.us/environment/hist/pdf/clg_list.pdf">http://www.state.tn.us/environment/hist/pdf/clg_list.pdf</a>	Kelly, 1996
40	Historic zoning regulations	25	Primary	Gale, 1991; Brabec, 1993; Bauer, 1996
41	Historic zoning commission size	25a	Primary	Gale, 1991
42	Chamber of Commerce (own town)	26	Primary	Shively, 1997; Leistriz et al., 1992
43	Merchants' Association	27	Primary	Shively, 1997
44	Locally owned newspaper	28	Primary	Shively, 1997; Leistriz et al., 1992
45	Locally owned bank	29	Primary	Shively, 1997; Leistriz et al., 1992

<b>Variable No.</b>	<b>Variable Name</b>	<b>Survey Question</b>	<b>Data Source</b>	<b>Variable Reference Source</b>
46	Locally owned radio station	30	Primary	Shively, 1997; Leistritz et al., 1992
RQ 4: Are the structure and number of historic preservation organizations of successful towns significantly different from less than successful towns?				
47	Historic Preservation organization	31	Primary	Brabec, 1993; Rypkema, 1999
48	# HPOs	31a	Primary	
49	% of town population that are members	31b	Primary	Boyd, 2002; Prideaux, 2002a
50	Exec Director	31c	Primary	
51	Exec Dir Status	31d	Primary	
RQ 5: Are the structure and number of heritage tourism organizations of successful towns significantly different from less than successful towns?				
52	State Historic Site	NA	Secondary Tennessee Historical Commission <a href="http://www.state.tn.us/environment/hist/stateown">http://www.state.tn.us/environment/hist/stateown</a>	Department of Environment and Conservation, 2003
53	Number of events	32	Primary	Eckenstahler, 1995; Leistritz et al., 1992
54	Event attendance	33	Primary	Eckenstahler, 1995; Leistritz et al., 1992
55	Visitor Center	34	Primary	Lenzi, 1996; Boyd, 2002

<b>Variable No.</b>	<b>Variable Name</b>	<b>Survey Question</b>	<b>Data Source</b>	<b>Variable Reference Source</b>
56	Number of museums	35	Primary	Boyd, 2002
RQ 6: Are the financial characteristics of successful towns significantly different from less than successful towns?				
57	H/M Tax	36	Secondary Tennessee Advisory Commission on Intergovernmental Relations	Keith, Fawson, & Chang, 1996
58	H/M Tax Rate	36a	Secondary Tennessee Advisory Commission on Intergovernmental Relations	Keith, Fawson, & Chang, 1996
59	Per capita tourism budget	37	Calculated	Shively, 1997; Smith, 2000
RQ7: Are there additional outcome variables, as determined by town managers, which could be used to measure success of historic preservation, heritage tourism, or economic development?				
60	Historic preservation predictor	38	Primary	Field Test
61	Heritage tourism predictor	39	Primary	Field Test
62	Economic Development Predictor	40	Primary	Field Test

## Appendix E

### A Questionnaire to Determine a Town's Tangible Attributes That Leads to Heritage Tourism

**Introduction:**

Your participation in this survey will provide information needed to determine the tangible attributes and characteristics of towns that are necessary for the development of an economic development strategy that includes historic preservation that may lead to heritage tourism. This is a confidential survey, meaning that neither your name nor your answers will be disclosed in such a manner as to be attributable to you or your town. It is necessary to know who has responded because the data that you provide must be matched with data from secondary sources such as from the U.S. Census Bureau.

**Instructions:**

Please complete each question to the best of your ability. Each question has an option to choose the response, "Do not know" to indicate that you do not have access to this information. If you mark this response, please provide the name and telephone number of the person whom you believe will have the information. **Please answer all questions as of December 31, 2003,** unless otherwise indicated.

Thank you for your time and participation in this survey.

No.	Question	Response	For the answer, contact:
1.	Was there a "big-box" retail establishment, such as Wal-Mart or Kmart located within your town limits?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
2.	How far is the nearest big-box retail establishment from the center of the historic district?	_____ Miles <input type="checkbox"/> Not applicable <input type="checkbox"/> Do not know	
3.	Was there an indoor regional shopping mall located within your town limits?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
4.	How far is the nearest indoor regional shopping mall from the center of the historic district?	_____ Miles <input type="checkbox"/> Not applicable <input type="checkbox"/> Do not know	
5.	How far is it from the center of the historic district to the nearest 4-lane U.S. highway?	_____ Miles <input type="checkbox"/> Do not know	
6.	How far is it from the center of the historic district to the nearest interstate	Miles	

No.	Question	Response	For the answer, contact:
	highway interchange?	<input type="checkbox"/> Do not know	
7.	How far is it from the center of the historic district to the nearest major, commercial airport?	_____ Miles <input type="checkbox"/> Do not know	
8.	How far is it from the center of the historic district to the nearest city with a population of 50,000 or greater?	_____ Miles <input type="checkbox"/> Do not know	
9.	What was the vehicular traffic volume on the "Main Street" of your historic district during an average day?	_____ Vehicles per day in 2003 <input type="checkbox"/> Do not know	
10.	Within your town limits, how many hotel/motel rooms were available? (including those located in the Historic District)	_____ rooms in 2003 <input type="checkbox"/> Do not know	
11.	Within your historic district, how many hotel/motel rooms were available?	_____ rooms in 2003 <input type="checkbox"/> Do not know	
12.	What was the approximate occupancy rate for the hotel/motel rooms?	_____ % in 2003 <input type="checkbox"/> Do not know	
13.	Within your town limits, how many bed and breakfast inn rooms were available? (including those located in the Historic District)	_____ rooms in 2003 <input type="checkbox"/> Do not know	
14.	Within your historic district, how many bed and breakfast inn rooms were available?	_____ rooms in 2003 <input type="checkbox"/> Do not know	
15.	What was the approximate occupancy rate for the bed and breakfast inn rooms?	_____ % in 2003 <input type="checkbox"/> Do not know	
16.	In 2003, how many eating establishments were located within your town limits?	_____ Number of facilities <input type="checkbox"/> Do not know	

No.	Question	Response	For the answer, contact:
17.	In 2003, how many eating establishments were located within the historic district?	_____ Number of facilities <input type="checkbox"/> Do not know	
18.	Did your town permit on-premise, restaurant beer sales in 2003 or after?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
19.	Did your town enact a liquor-by-the-drink ordinance in 2003 or after?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
20.	In what year was your town founded?	_____ Year <input type="checkbox"/> Do not know	
21.	How many buildings were located within your historic district?	_____ number of buildings in 2003 <input type="checkbox"/> Do not know	
22.	How many buildings, located within your historic district, were vacant at the end of 2003?	_____ number of buildings <input type="checkbox"/> Do not know	
23.	In 2003, did your town have an economic development director?	<input type="checkbox"/> Yes, go to 23a <input type="checkbox"/> No, go to 24 <input type="checkbox"/> Do not know	
23a.	Who was the employer of the economic development director?	<input type="checkbox"/> the town <input type="checkbox"/> Chamber of Commerce <input type="checkbox"/> other <input type="checkbox"/> Do not know	
23b.	Was the economic development director:	<input type="checkbox"/> full-time, paid <input type="checkbox"/> part-time, paid <input type="checkbox"/> full-time, unpaid <input type="checkbox"/> part-time, unpaid <input type="checkbox"/> Do not know	
24.	In 2003, did your town have a tourism director?	<input type="checkbox"/> Yes, go to 24a <input type="checkbox"/> No, go to 25 <input type="checkbox"/> Do not know	
24a.	Who was the employer of the tourism director?	<input type="checkbox"/> the town <input type="checkbox"/> Chamber of Commerce <input type="checkbox"/> other	

No.	Question	Response	For the answer, contact:
		<input type="checkbox"/> Do not know	
24b.	Was the tourism director:	<input type="checkbox"/> full-time, paid <input type="checkbox"/> part-time, paid <input type="checkbox"/> full-time, unpaid <input type="checkbox"/> part-time, paid <input type="checkbox"/> Do not know	
25.	Has your town enacted historic zoning ordinances or regulations?	<input type="checkbox"/> Yes, go to 25a <input type="checkbox"/> No, go to 26 <input type="checkbox"/> Do not know	
25a.	How many members are on your town's Historic Zoning Commission?	_____ members <input type="checkbox"/> Do not have a HZA <input type="checkbox"/> Do not know	
26.	Did your town have a locally-controlled Chamber of Commerce?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
27.	Did your town have a formally organized downtown merchants' association?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
28.	Did your town have a locally-owned newspaper?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
29.	Did your town have a locally-owned bank?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
30.	Did your town have a locally-owned radio station?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
31.	Did your town have a formally organized historic preservation organization or association?	<input type="checkbox"/> Yes, go to 31a. <input type="checkbox"/> No, go to 32 <input type="checkbox"/> Do not know	
31a.	How many historic preservation organizations were in your town?	_____ Number of organizations <input type="checkbox"/> Do not know	
31b.	How many members did this (these) organization(s) have?	_____ Number of members <input type="checkbox"/> Do not know	
31c.	Did the organization have an executive director?	<input type="checkbox"/> Yes, go to 31d. <input type="checkbox"/> No, go to 32	

No.	Question	Response	For the answer, contact:
		<input type="checkbox"/> Do not know	
31d.	Was the executive director:	<input type="checkbox"/> full-time, paid <input type="checkbox"/> part-time, paid <input type="checkbox"/> full-time, unpaid <input type="checkbox"/> part-time, paid <input type="checkbox"/> Do not know	
32.	How many events, fairs, and/or festivals were held within the historic district in 2003?	_____ events, fair, and/or festivals <input type="checkbox"/> Do not know	
33.	What was the estimated attendance (total of all activities) at these events?	_____ attendance <input type="checkbox"/> Do not know	
34.	Did your town have a visitors' center?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know	
35.	How many museums were located within the historic district?	_____ # of museums <input type="checkbox"/> Do not know	
36.	Did your town have a Hotel/Motel Tax?	<input type="checkbox"/> Yes, go to 36a <input type="checkbox"/> No, go to 37 <input type="checkbox"/> Do not know	
36a.	What was the tax rate in 2003?	_____ % rate <input type="checkbox"/> Do not know	
37.	What was the amount of the town's budget <u>specifically</u> allocated to <b>tourism</b> ?	\$ _____ 2003 <input type="checkbox"/> Do not know	

Please provide what you believe to be <u>the most important</u> unit of measure that you would use to measure “success” in each of the following areas.		
	Category	Unit of measure
38.	Historic preservation	
39.	Tourism	
40.	Economic development	

Please provide any additional comments or information that you believe should be included as part of this study.

---

Thank you for taking the time to complete this questionnaire. As a token of my appreciation I will provide a copy an Executive Summary of the completed report to those who request a copy.

Do not send me a copy.

Send a copy to:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City, State Zip Code: \_\_\_\_\_

---

## Appendix F

### Correspondence to Survey Recipients

#### Pre-survey Letter

Robert A. Justice  
1856 Glen Echo Road  
Johnson City, TN 37604

November 16, 2006

fname lname, title  
address1  
address2  
city, state zip

Dear lname:

My name is Bob Justice and I am a student at East Tennessee State University working toward the degree Doctor of Education. I am preparing to conduct research on my dissertation, *Historic Preservation Leading to Heritage Tourism as an Economic Development Strategy for Small Tennessee Towns*.

You have been identified as an important contributor of information for my project as a leader in one of 32 towns in Tennessee that has a population of 10,000 people or less and a central business district that is listed on the National Register of Historic Places. In approximately one week you will receive an extensive questionnaire.

Because the number of communities selected for this study is small, it is extremely important that you complete the questionnaire immediately upon its arrival. If you have questions or comments about this request you can contact me during normal business hours at telephone number 423-439-8505 (Tennessee Small Business Development Center, East Tennessee State University), in the evenings at home at telephone number 423-928-2055, or by e-mail at justiceb@etsu.edu.

Thank you, in advance, for your assistance with this project.

Respectfully,

Robert A. Justice

### Follow-up Postcard

*A Questionnaire to Determine the Impact on Tourist Expenditures from the Economic Development Strategy of Historic Preservation* was mailed to you on June XX, 2005. It is extremely important that each questionnaire be completed and returned to ensure that a representative sample of communities and respondent categories are included in the final report.

If you have returned the questionnaire, thank you very much. If not, please do so immediately. Your response is vital to the success of this project.

Third Request Letter

Robert A. Justice  
1856 Glen Echo Road  
Johnson City, TN 37604

November 16, 2006

fname lname, title  
address1  
address2  
city, state zip

Dear lname:

As one of only 32 participants in the research project, *Historic Preservation Leading to Heritage Tourism as an Economic Development Strategy for Small Tennessee Towns* your response is vital to the success of this project. As of yet I have not received your response.

If you have completed and returned the questionnaire and believe that you have received this letter in error, please contact me immediately at 423-439-8505 (work) or 423-928-2055 (home) or by e-mail at justiceb@etsu.edu. A second copy of the questionnaire is attached for your use if the first one has been lost or misplaced. If you would prefer a telephonic interview as a way of completing the questionnaire, please indicate this on the front of the attached questionnaire and include a time and telephone number for me to call you. Return in the postage-paid return envelope provided.

Your response is vital to the success of my project. I look forward to receiving your reply soon. Thank you for your assistance.

Robert A. Justice

## Appendix G

### Calculation of Tourism Expenditures per Capita at the Town Level

<b>Town or City</b>	<b>County</b>	<b>Town Population<sup>1</sup></b>	<b>County Sales Tax Collections<sup>2</sup></b>	<b>Town Sales Tax Collections<sup>3</sup></b>	<b>Town to County Sales Tax Collection Ratio (Calculated)</b>	<b>County Tourism Expenditures<sup>4</sup></b>	<b>Town Tourism Expenditures (Calculated)</b>	<b>Tourism Expenditures Per Capita (Calculated)</b>
Allardt	Fentress	642	6,295,982.63	155,376	2.47%	5,774,234	142,500	221.96
Arlington	Shelby	2,569	807,625,974.76	1,484,564	0.18%	991,058,261	1,821,746	709.13
Bell Buckle	Bedford	405	21,831,939.84	133,466	0.61%	17,231,585	105,342	260.10
Bolivar*	Hardeman	5,802	9,206,856.81	5,442,414	59.11%	6,840,753	4,043,748	696.96
Bulls Gap	Hawkins	714	17,226,618.56	200,675	1.16%	13,729,754	159,940	224.01
Charlotte	Dickson	1,153	33,762,687.75	1,036,114	3.07%	31,601,008	969,776	841.09
Copperhill	Polk	511	4,462,159.47	329,121	7.38%	9,758,938	719,802	1,408.61
Cumberland Gap	Claiborne	204	9,559,825.16	179,104	1.87%	10,161,027	190,368	933.17
Dandridge*	Jefferson	2,078	19,441,470.49	3,156,132	16.23%	26,645,504	4,325,636	2,081.63
Ducktown	Polk	427	4,462,159.47	1,060,365	23.76%	9,758,938	2,319,065	5,431.06
Gainesboro*	Jackson	879	1,994,973.52	1,245,556	62.43%	1,365,700	852,671	970.05
Harriman	Roane	6,744	32,535,548.20	8,499,310	26.12%	29,693,110	7,756,776	1,150.17
Hartsville*	Trousdale	2,395	2,160,169.92	1,590,519	73.63%	1,467,778	1,080,716	451.24
Jellico	Campbell	2,448	17,989,138.11	1,125,667	6.26%	23,020,692	1,440,516	588.45
Jonesborough*	Washington	4,168	104,433,663.49	3,371,980	3.23%	95,666,190	3,088,894	741.10
La Grange	Fayette	7,977	8,504,674.85	6,673	0.08%	4,680,408	3,672	0.46

<sup>1</sup> Tennessee Blue Book Online: 2001-2004.

<sup>2</sup> Tennessee Department of Revenue

<sup>3</sup> Tennessee Advisory Commission of Intergovernmental Relations

<sup>4</sup> Tennessee Department of Tourist Development

<b>Town or City</b>	<b>County</b>	<b>Town Population<sup>1</sup></b>	<b>County Sales Tax Collections<sup>2</sup></b>	<b>Town Sales Tax Collections<sup>3</sup></b>	<b>Town to County Sales Tax Collection Ratio (Calculated)</b>	<b>County Tourism Expenditures<sup>4</sup></b>	<b>Town Tourism Expenditures (Calculated)</b>	<b>Tourism Expenditures Per Capita (Calculated)</b>
Lakewood	Davidson	2,341	772,260,407.92	459,816	0.06%	1,186,447,545	706,430	301.76
Liberty	DeKalb	367	7,925,691.95	208,421	2.63%	9,784,914	257,313	701.12
Lynchburg*	Moore	5,740	1,064,564.26	513,278	48.21%	829,000	399,701	69.63
Lynnville	Giles	405	15,010,965.72	116,687	0.78%	11,702,319	90,967	224.61
Mount Pleasant	Maury	4,491	51,072,684.39	1,831,278	3.59%	42,168,197	1,511,996	336.67
Normandy	Bedford	141	21,831,939.84	9,593	0.04%	17,231,585	7,572	53.70
Paris*	Henry	9,763	21,479,301.15	16,695,113	77.73%	22,102,577	17,179,564	1,759.66
Petersburg	Lincoln	580	16,090,717.93	101,440	0.63%	12,229,594	77,098	132.93
Pulaski*	Giles	7,871	15,010,965.72	10,191,954	67.90%	11,702,319	7,945,492	1,009.46
Rockwood	Roane	5,882	32,535,548.20	7,262,675	22.32%	29,693,110	6,628,178	1,126.86
Rogersville*	Hawkins	4,240	17,226,618.56	8,287,655	48.11%	13,729,754	6,605,328	1,557.86
Rossville	Fayette	380	8,504,674.85	227,031	2.67%	4,680,408	124,943	328.80
Somerville*	Fayette	2,671	8,504,674.85	3,044,060	35.79%	4,680,408	1,675,249	627.20
Wartrace	Bedford	548	21,831,939.84	86,991	0.40%	17,231,585	68,661	125.29
Watertown	Wilson	1,358	56,505,777.43	206,481	0.37%	54,368,063	198,669	146.30
Williston	Fayette	341	8,504,674.85	96,557	1.14%	4,680,408	53,139	155.83

## VITA

ROBERT A. JUSTICE

- Personal Data: Date of Birth: November 29, 1951
- Place of Birth: Dayton, Ohio
- Marital Status: Married
- Veteran Status: Vietnam Era (non-combat) Veteran  
Honorably Discharged as First Lieutenant, Medical Service Corp, 1978
- Education: Public Schools, Miamisburg, Ohio
- Morehead State University; Morehead Kentucky; BBA, 1974
- Morehead State University; Morehead Kentucky; MBA, 1980
- East Tennessee State University; Johnson City, Tennessee;  
Education, Ed.D., 2006
- Professional Experience: Clinics Administrator, Northeast Kentucky Healthcare Delivery Corporation, Morehead, Kentucky, 1978-1979.
- Management Consultant, Kentucky Small Business Development Center, Appalachian Development Center, Morehead State University, 1980 – 1986.
- Assistant Director, Tennessee Small Business Development Center, College of Business and Technology, East Tennessee State University, 1986 – 1988.
- Director, Tennessee Small Business Development Center, College of Business and Technology, East Tennessee State University, 1988 – Present.
- Honors and Awards: Distinguished Military Student, 1973.
- Distinguished Military Graduate, 1974
- National Society of Scabbard and Blade.