

REPORT TO
**MAYOR PHILIP
BREDESEN**
FROM THE
**FORT NEGLEY
ADVISORY
COMMITTEE**

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INTRODUCTION

The Fort Negley Advisory Committee was appointed by Mayor Philip Bredesen to chart a direction for the future of this exemplary historic resource -- listed in the National Register of Historic Places, and significant as a Civil War fortification, an archeological site, and as a Works Progress Administration project.

Now the property of the Metropolitan Board of Parks and Recreation, and a part of Fort Negley Park, the fort is in a deteriorated condition, and is not safe for public use. Mayor Bredesen and others have believed that the fort offers untapped educational and tourism opportunities.

The committee recognizes that the Civil War shaped Nashville's identity as perhaps no event before or after. The story of those years, however, is not being told in a comprehensive way. The fort on St. Cloud Hill presents the opportunity to tell the story within the physical surroundings of Nashville's most dramatic remaining relic of the time; to provide a setting in which students at all levels can explore the social, military, and cultural history of the Civil War years in the city and the region. This document presents a plan of action to arrest the continuing deterioration of Fort Negley and recapture for Nashvillians and our visitors this tangible, many-faceted symbol.

Preserving Fort Negley does not honor any one person, thing, or cause. Revitalized, this valuable treasure will serve as a focal point for interpreting, and putting into context, an integral part of Nashville and American history.

Taking voluminous public input, the Subarea 11 Plan, and the 1980 Fort Negley study into consideration, the committee developed guiding principles, management objectives and recommended actions. All proposals have at heart two major precepts -- (1) that interpretation and preservation efforts shall be guided by documented historical and archeological findings, and (2) that all enhancement shall be sensitive to surrounding resources, both natural and man-made.

With all of these factors in mind, the Fort Negley Advisory Committee has discussed a wide range of options and concerns and has come to a consensus on the recommendations contained in this report.

MISSION STATEMENT OF THE FORT NEGLEY ADVISORY COMMITTEE

Nashville was the stage for pivotal activities during the Civil War years. There has never been a site in this key city to serve as a focal point for that somber time -- where its impact can be relayed to succeeding generations. The committee's mission is to take a fresh look at Fort Negley -- crowning St. Cloud Hill and strategically overlooking 360 degrees of Middle Tennessee landscape. At a time when the under-recognized contributions of Nashville's diverse peoples require attention, at a time when the Nashville community's appreciation for its history is growing, and at a time of surging tourism, it is proposed that we find a way to arrest the deterioration at Fort Negley and recapture for Nashvillians and our visitors this tangible symbol of courage and pride, terror and hate, forgiveness and reconciliation.

The important resources surrounding the fort should not be overlooked in plans for a viable and comprehensive visitor experience. The historic Nashville City Cemetery, the Nashville and Decatur railway line, and the Cumberland Science Museum can enrich the visitor experience.

The lesson to be learned from the Civil War story can best be taught on the site of Nashville's most dramatic remaining relic of the time -- adding the tangible weight of stone and place to the accounts of the human drama witnessed there.

EXECUTIVE SUMMARY

INTRODUCTION

The Fort Negley Advisory Committee was created to explore various options for the future use and enhancement of this exemplary historic site. After a thorough and careful study, the committee believes that Fort Negley's significance in local and national history mandates its preservation as a unique tool for the education of Nashville's citizens and as a destination for the burgeoning numbers worldwide interested in the Civil War. The Committee recommends the following means by which to achieve the fort's full potential.

RECOMMENDED ACTIONS

PUBLIC SAFETY AND SECURITY

The immediate need is for stabilization and repair of stone walls. Their deteriorated condition is a public safety issue. The repair of hazardous conditions is estimated to cost \$275,000. Those repairs, plus all other necessary stonework are estimated to total \$400,000. Visitation should be discouraged through the use of signs and regular police patrols until repairs are carried out.

MASTER PLAN

A master plan is needed to guide future actions. This committee report can be the basis for such a plan, which should address programming and interpretation; facilities; vegetation management; visitor circulation; site issues such as parking, accessibility, roads; and signage; and capital and operational cost estimates. The estimated cost of the master plan is \$50,000.

INTERPRETATION

The history to be revealed at Fort Negley is more than the events of the two days of the Battle of Nashville in December 1864, and more than the construction and arming of the fort. Themes to be interpreted should be broad and inclusive and should cover:

- Nashville's experience during the Civil War years -- the years of occupation, the role of African-Americans, military history
- Architecture and archeology of the fort from the Civil War and WPA periods
- The Battle of Nashville
- The Civil War in Middle Tennessee and the Western Theater

PHYSICAL DEVELOPMENT

In Phases One and Two, the committee recommends reconstruction of several specific historical features:

- On the south end: two casements
the interior stockade
an example of winter quarters
the powder magazine
- On the north end: the main gate

Additionally, a representative workers camp may be built. All other areas of the fort should be stabilized and repaired but not reconstructed. All reconstruction should be based on historical and archeological documentation and should be as accurate as possible.

Enhancement of the site should be beneficial to and benefited by other resources in the neighborhood, specifically, the Cumberland Science Museum, the Nashville City Cemetery, and Greer Stadium.

Any new facilities should be placed at the periphery of the property.

The park must meet accepted standards for disabled accessibility.

Trees and shrubs which do not damage the stonework should be left to serve in their present capacity as bird habitat. In order to provide for a greater diversity of wildlife, exotic plant types should be replaced with native species as plantings occur.

COST ESTIMATES

The pre-development phase -- stonework and master planning -- is estimated to cost \$450,000. The Metropolitan Board of Parks and Recreation has requested money from the Corps of Engineers. Other capital and operating cost estimates must be a product of a master plan.

CONCLUSION

The enhancement of Fort Negley should be an integral component of the many activities -- downtown revitalization, the Bicentennial Mall, the arena, greenways, and others -- which are dramatically improving the Nashville experience for residents and tourists alike. The anticipated benefits of Fort Negley, preserved and interpreted for the public, suggest that this project could be one of Metro Government's best investments.

BASIS FOR RECOMMENDATIONS

MAJOR GOALS

- To preserve and interpret Fort Negley in a manner that will accurately reveal the story of the Civil War in Nashville and Middle Tennessee to area residents and tourists of all ages.
- To provide an educational setting in which students at all levels can readily examine the social, military, and cultural history of the Civil War in Nashville and Middle Tennessee.
- To interpret the fort in cooperation with related sites in the immediate vicinity and in neighboring counties.
- To increase heritage tourism.
- To preserve the natural habitat of the site.

GUIDING PRINCIPLES

- All interpretation shall strive for truth and accuracy.
- All preservation efforts shall be based on careful research and archeological data and be accomplished according to high technical standards.
- Student and community educational opportunities shall be emphasized.
- Preservation and enhancement shall be sensitive to adjacent sites and the surrounding neighborhood.
- Preservation and enhancement shall be sensitive to issues of wildlife habitat.

MANAGEMENT OBJECTIVES

- To provide interpretive media that will allow visitors to understand and reflect on the significance of the site, and the relationship between Fort Negley and other Civil War sites in the vicinity; and that will encourage visitors to use the site in a manner consistent with its long-term preservation. Media should include signs, publications, exhibits, and living history programs.
- To maintain the archeological integrity of the site.
- To create and maintain an environmental setting that will enhance the visitor experience and encourage learning and contemplation.

- To implement methods to control visitor circulation.
- To provide well-marked, safe access for all visitors in compliance with standards for disabled accessibility.
- To retain and plant native ground cover that will not harm stonework and will serve as wildlife habitat and as a buffer against intrusions such as noise and visual blight.

PUBLIC INPUT

To ascertain community interest and concerns, the committee reviewed the plan for Subarea 11 and the 1980 Fort Negley Park Study. To elicit current community opinions, a public meeting was held on February 17, 1994. Newspaper and television coverage prompted additional public comment. Community interest is high; most people who contacted the committee supported careful development of the fort while retaining wildlife habitat, particularly for migratory birds. Some Nashvillians expressed opposition to any use or development of the site. Comments received from the public were given serious consideration by the committee.

Specific comments included:

- Don't cover up the work of the black community.
- Show a "typical day" in the Battle of Nashville.
- Create a National Slave Genealogical Research Center.
- Give credit for the "sweat and blood" blacks put into the war and into the fort.
- Do not celebrate the Civil War by repeating deforestation.
- Relay the cruelty of occupation and General Negley's callousness in particular.
- Clear the slope that was the fort's line of fire in the Battle of Nashville.
- Interpret the fortification as a part of the Battle of Nashville.
- Look for a quiet means of interpretation so as not to disturb resident and migrating birds.
- Preserve the fort in connection with interpretation of the Western Theater.
- Don't spend tax money to memorialize northern aggression.
- This is a unique fort -- interpret it as a military installation and its role in history.
- The people who contributed to build Fort Negley should be remembered.
- Make the property into a multi-purpose activity center including an interpretive center, petting zoo, and skateboard park.
- Add the City Cemetery and put a center in that vicinity.

RECOMMENDED ACTIONS

SAFETY AND SECURITY

- Correct hazardous situations.
- Repair critical sections to prevent further collapse.
- Stabilize sections of the fort which are in danger of collapse.
- Erect signs limiting access and stating that in its present condition, the park is not safe for visitors. Special tours or visits can be arranged by permission of the Metropolitan Board of Parks and Recreation.
- Limit vehicular access to the fort area to maintenance and possibly security checks.
- Regular police patrols of perimeter and spot checks by police helicopter while on other flight missions.
- Set up special "sidewalk superintendent" viewing areas during restoration efforts to control access, yet have public involvement.
- Prohibit relic collecting and use of metal detectors. This will decrease unauthorized visits and protect the integrity of the historic site.

Estimated costs for repair and stabilization: \$400,000

MASTER PLAN

This document is an outline of the collective desires of the community regarding Fort Negley. It is not intended to be a master plan for development. If the recommendations presented herein are accepted by the policy-making bodies of Nashville as a statement of what is needed at the fort, a qualified consultant should be hired to prepare a professional master plan. Such a plan would serve as a guide for subsequent programming and interpretation; and facilities, vegetation management, visitor circulation, accessibility, roads, signage and other site issues. Estimates for capital and operating costs should be included in the master plan.

Estimated cost: \$50,000

INTERPRETATION

The story of the Civil War in Nashville is more than the events of the two days in December 1864 that were the Battle of Nashville. Beyond military history, Nashville and Davidson County were affected by the war in every aspect of life. Unionists, Confederates, African-Americans, and others all saw dramatic changes to their lives between 1861 and 1865. Only for a brief time, from May 1861 to February 1862, was Nashville a Confederate State Capital. The majority of the war saw Nashville as an occupied city, headquarters for the Union Army's troops and supply lines for its campaigns in the Western Theater.

The subcommittee chose to apply the broadest interpretive brush to the project, looking at the fullest experience the Fort Negley project could provide to the visitor.

INTERPRETIVE THEMES

Interpretive themes should focus on the cultural, intellectual, and physical aspects of Nashville during the Civil War, with an emphasis on the role of Fort Negley as the most intact survivor of six forts which surrounded the city. The following themes are in general chronological order and do not necessarily reflect order of importance.

- Nashville as a Confederate capital

Why and how did Tennessee secede from the Union? How were Union sympathizers treated? What local units were formed for the Confederate States of America and who fought for the Union? Nashville was abandoned following the fall of Fort Donelson; why was no effort made to keep the city?

- Occupation by the United States Army

The military government of Nashville affected all persons and all aspects of life in the county. Women openly served their causes or became spies and otherwise altered their roles in the city. African-Americans realized freedom, leaving a permanent mark in history through their massive construction efforts, like Fort Negley, and through their military service in the Union Army. Confederate sympathizers were subject to harassment, exile, and imprisonment by Military Governor Andrew Johnson unless they took the oath of allegiance. Tens of thousands of soldiers lived in Nashville as they waited for battle. Northerners and immigrants came to take advantage of boom town opportunities.

The war and occupation transformed the county, permanently affecting business and mercantile trade, the environment, agriculture, medicine, the entertainment arts, prostitution and vice, politics, education, and religion.

- Battle of Nashville

The opening shots of the battle were made from Fort Negley in December 1864. An orientation to the battlefield should be provided and an explanation of the battle's context within the Civil War. A specific account of the battle and its immediate effect would be appropriate. The fort should serve as an access point to exploration of other surviving battle sites.

- Transportation and Geography

Nashville's location as a railroad center with connections to the Ohio River and the Deep South made it critical as a supply city for the Union. The Cumberland River provided an additional access route. For years before the

Battle of Nashville, the military activity in Middle Tennessee revolved around the attack on and defense of rail and river transport. Fort Negley lies above two of the major rail lines, the Nashville and Decatur and the Nashville and Chattanooga.

- The Archeology and Architecture of Fort Negley

Fort Negley is the largest known inland stone and earth fortification to have been built during the Civil War, and remains as a unique and nationally significant example of military engineering. Construction of the fort began in 1862. After its abandonment by the Army in 1867, some of the fort's materials were salvaged for use elsewhere. Most of what is seen above ground today is the result of a 1936 - 1940 Works Progress Administration reconstruction.

- The Civil War in Middle Tennessee

Nashville was the base from which many military campaigns were staged. Information beyond the occupation of Nashville and the Battle of Nashville would encourage the visitor to explore other major military corridors and sites such as the Columbia, Spring Hill, and Franklin route, Shiloh, Stones River, and Fort Donelson.

- Environmental Effects

The effect of war on the environment has seldom been addressed in museums and should be included if possible. Other nature-oriented pamphlets could be produced and made available at an interpretive center, kiosk, and trailhead box for bird watchers and others. The committee felt that interpretive exhibits on today's late twentieth century wildlife on St. Cloud Hill would be incongruous with a focus on Nashville during the Civil War.

PHYSICAL ENHANCEMENT

The safety of the visiting public is of primary importance regardless of the level of development and reconstruction; therefore, the immediate need is for correction of hazardous situations caused by deteriorating, collapsing stone walls. In the meantime, visitation should be discouraged and limited through signage and patrols by Parks and Metro police.

The master plan should address issues of disabled accessibility, including vehicular access, parking, grades, and materials for paths.

Enhancement of the site should be beneficial to and benefited by other resources in the neighborhood, specifically the Cumberland Science Museum, the Nashville City Cemetery, and Greer Stadium.

Sensitivity to the natural environment of St. Cloud Hill calls for preservation of remaining wildlife habitat, particularly for migratory birds. In order to attract a greater diversity of wildlife, the vegetation section of the master plan should require the use of native plant materials. Lighting also has an impact on wildlife; both for that reason, and for public safety, the park should be open only during daylight hours.

Reconstruction and site improvements should be implemented in phases. Most reconstruction is limited to the south end of the fort. The remainder of the structure should be stabilized and preserved as ruins.

PHASE ONE

General Statements

- Development should include appropriate facilities such as parking.
- Development should be part of the capital budget.
- Development will be driven by historical interpretation.
- New development should be restricted to the periphery of the property and should not intrude on the historic zone.
- All development should be based on archeological and historical documentation and should be as accurate as possible.
- Phase One development should not require extensive archeological clearance or research.
- Phase One development should address all of the main interpretive themes.
- Trees and shrubs should be left on the border of the fort hill as habitat for migrating birds.
- Habitat comparable to that cleared from the top of St. Cloud Hill should be developed at another location by the Metropolitan Government.

Specific Action Recommendations

- Reconstruct Casement No. 1.
- Obtain cannon (30 pounder) from National Park Service, Shiloh National Battlefield.
- Reconstruct interior stockade.
- Reconstruct one example of winter quarters in fort interior.
- Reconstruct main gate.
- Reconstruct and interpret workers camp.
- Provide parking for limited number of visitors.
- Install interpretive signage.
- Provide walking trail to City Cemetery.

Estimated cost: To be determined in the master planning process.

PHASE TWO

General Statements

- To the extent possible, development of a museum/interpretive center should consider incorporating the infrastructure of the Cumberland Science Museum.
- Development should include appropriate facilities such as parking.
- Development should be part of the capital budget.
- Development will be driven by historical interpretation.
- New development should be restricted to the periphery of the property and should not intrude on the historic zone.
- All development should be based on archeological and historical documentation and should be as accurate as possible.

Specific Action Recommendations

- Design, build and staff a new interpretive center that will include exhibits.
- Conduct archeological investigations of Casement No. 2 and powder magazine.
- Reconstruct casement No. 2.
- Reconstruct powder magazine.

Estimated cost: To be determined in the master planning process.

PHASE THREE

General Statements

- Development should include appropriate facilities such as parking.
- Development should be part of the capital budget.
- Development will be driven by historical interpretation.
- New development should be restricted to the periphery of the property and should not intrude on the historic zone.
- All development should be based on archeological and historical documentation and should be as accurate as possible.

Specific Action Recommendations

- Reconstruct lower bastions.
- Complete cosmetic aspects of stone wall repair.

Estimated cost: To be determined in the master planning process.

TOURISM

Witness the popular success of motion pictures such as *Gettysburg* and *Glory*, and the PBS series *The Civil War*, and it is clear that interest in this period of our nation's history is a significant mainstream movement. Annually, over eight million people visit the Civil War sites administered by the National Park Service alone. Tennessee is second only to Virginia in its number of Civil War sites. Studies of tourism in Virginia have indicated that "Civil War" visitors spend almost twice as much per visit as the "average" tourist.

Armed with this information, and recognizing the exemplary historical significance of Fort Negley, it is evident that the site possesses enormous untapped potential for tourism. Making the fort attractive to tourists would certainly be appropriate, accomplished according to the recommendations found elsewhere within this document. As important, Fort Negley should be viewed as the central element of, and starting point for, tours of the numerous Civil War sites within the county and beyond.

CONCLUSIONS

Now is an exciting time for Nashville.

Downtown is alive, filled with activity and the promise of much more. A Bicentennial Mall is being readied for the celebration of Tennessee's two hundred years of statehood. Tourist destinations such as the Parthenon and the Hermitage are experiencing renovation and expanded programming. The new London route has opened a wider tourism market. Greenways are being planned to link major segments of the city. The city is seeking innovative ways to teach and learn.

Fort Negley can play an instrumental role in all of this new vitality. The fort, while presently unsafe and underutilized, is an impressive and significant historic resource which can be a rich educational and tourist asset. We are convinced that the time has come for Nashville to take the initiative to make it a positive feature for the region.

The question of funding is, of course, central to our ability to accomplish these goals. The committee envisions a combination of sources. We are asking that the Metropolitan Government allocate money in this fiscal year for the pre-development phase. Additional possible funding sources are state and federal governments, grants from foundations, grants from battlefield groups, and private citizens.

The master plan and work on the fort itself -- the repair of hazards, stabilization, and reconstruction of features -- can be accomplished for \$550,000 to \$600,000. Costs for other physical improvements, such as site alterations and an interpretive facility complete with exhibits, are not yet known. Admission fees may help cover some of these costs.

The city should not delay in moving ahead with this project. The costs are not major when the benefits to education and tourism are considered.

APPENDIX

Memorandum

To: Mayor's Fort Negley Advisory Committee

From: Tourism Subcommittee (Richard H. Knight, Jr., Chair) *RHK*

Date: May 5, 1994

Re: Restoration and Development of Fort Negley

Item: Tourism ranks among the top three industries in thirty-nine states and is the second largest employer in the United States. Nationally, tourism serves as the largest business service export and the second largest employer after health services. Source: Peterson, John E., A Literature Review: The Economic and Fiscal Impacts of Preserving Battlefields (Government Finance Group, Inc. July 1993), p. 4. (Hereafter, "Peterson.")

Item: After Virginia, there are more Civil War battlefield sites in Tennessee than in any other state.

Item: Interest in the Civil War is dramatically increasing. In the last year for which statistics are available (presumably 1992), 8.8 million people visited the 37 Civil War battlefields managed by the National Park Service. Among them: Fort Donelson, Stones River, Shiloh, and Chickamauga. Peterson, p. 1.

Item: The popular media have recently undertaken major Civil War projects, including the Oscar award-winning movies, Glory and Gettysburg, and the Emmy award-winning television series by Ken Burns, The Civil War.

Item: Magazines dedicated to the Civil War have multiplied in the last decade. The oldest, Civil War Times Illustrated, had the market to itself until the early 1980's. Now, America's Civil War, The Blue and Gray, The Civil War News, and several other periodicals enjoy circulations in the tens of thousands. Hundreds of serious Civil War books have been published in the last decade, some of them reaching the national best-seller lists (including fictional works).

Item: Civil War re-enactments have gained in popularity, among both participants and spectators. Today, thousands of individuals are donning the blue and the gray, including African-Americans and Native-Americans. Seemingly, every clash and skirmish, however small, is worth re-enacting. For example, the relatively minor cavalry engagement outside of Jackson, Tennessee, "Britton's Lane," is re-enacted yearly with much fervor and gusto.

Item: Membership among the heritage organizations is booming. The Sons of Union Veterans and the Sons of Confederate Veterans are enjoying a renaissance unknown to them since prior to the Second World War. The number of Civil War Round Tables today exceeds the number of Civil War Round Tables operating at the peak of the Centennial celebration (1961-65).

Item: The Battle of Nashville is perhaps the only "decisive" battle of the Civil War. The preeminent Civil War historian, Stanley Horn, used this word to describe a battle that resulted in the elimination of a great army (The Army of Tennessee) and the end of meaningful resistance in the West. (Even after Gettysburg, the Army of Northern Virginia still had plenty of "fight" left.) Sir Winston Churchill, winner of the Nobel Prize for history (and perhaps this century's greatest figure), agreed that the war was "lost in the west."

Item: The Battle of Nashville is attracting the attention of serious historians, the "buffs," and the tourists. In a recent issue of The Blue and Gray, the entire magazine was devoted to the Battle of Nashville, including the strategic importance of Fort Negley.

Item: Fort Negley is a unique fort. Except for a handful of coastal fortifications, there is nothing else like it in the United States. It is a magnificent example of engineering and construction.

Discussion

The Peterson paper (a copy of which was distributed at one of the Committee's meetings) was authorized by the Civil War Sites Advisory Commission, an agency of the Congress. Its author, Dr. Peterson, summarized the scope of his topic in the following introductory paragraph:

The Commission's Civil War battlefield study is a part of a broader set of concerns that lace together both those worries for landmarks of our social heritage that are in danger of physical extinction as well as a growing realization that our natural heritage is both exhaustible and under increasing attack. Thus, several other issues ally with the concern over the preservation of the nation's historical treasure: a concern over the preservation of open space areas and the quality of life and recreational and environmental benefits they confer; a questioning of the diseconomies and congestion of urban sprawl and a desire for more rational and congenial patterns of urban development; and a growing realization that economic values are indeed found in places that act as destinations for tourists drawn from near or far. Among those travel targets, locations of historical interest and natural beauty are increasingly held dear.

[Emphasis added.] Peterson, p. 1. The Tourism Subcommittee adopts the "broader concerns" expressed in Dr. Peterson's paper.

In the movie, Field of Dreams, the question was whether "the people would come" in the event a major league baseball field was constructed in an Iowa cornfield. It was, and they did. Of course, it was the director's poetic license, among other factors, that made Field a success. On the other hand, the Committee's poetic license must be tempered by reality. If Fort Negley is restored and developed, will the people come?

The City of Richmond, Virginia, is the nation's Civil War Mecca. Nearly every "buff" has paid it a visit (and it has even been reported that not an insignificant number of devotees bow in its direction five times daily). Why? Because Richmond has preempted the competition. Other cities have grand Civil War Museums (Charleston and Philadelphia, for examples), but no other city comes close to matching Richmond in battlefield sites and ancillary support facilities.

However, Nashville, Tennessee, could very easily provide an alternative to Richmond. The potential is here. Both of the cities are capitals of their respective states, each showcasing magnificent ante-bellum capitol buildings. Richmond is home to world-famous Hollywood Cemetery, the final resting place of Presidents Jefferson Davis, James Monroe, and John Tyler, and a number of Civil War generals. Nashville is home to the City Cemetery and Mt. Olivet Cemetery, the final resting places of Civil War generals and other notable individuals of the period. Moreover, the graves of Presidents Polk and Jackson are nearby.

Richmond is home to The White House of the Confederacy, the Museum of the Confederacy, and the Battle Abbey. Nashville is home to the Hermitage and the State Museum which, as a state museum, is arguably second to none. (In addition, according to its curator, the State Museum only displays a tiny fraction of its holdings.) Fort Negley's interpretive center, when established, could fulfill a role similar to that of the Battle Abbey, displaying many of the possessions the State Museum is presently not able to display.

The Richmond National Battlefield Visitors Center is home to a small interpretive center and the beginning of an approximately 75-mile drive that covers parts of the Peninsula, Seven Days, and 1864 campaigns. Fort Negley and its interpretive center would be a natural beginning point for at least one, and possibly three, driving tours: The Battle of Nashville; Hood's Campaign (Spring Hill, Franklin, and Nashville -- the "Corridor"); and the Tullahoma Campaign (a much overlooked campaign, occurring simultaneously with Gettysburg and the siege at Vicksburg).

Richmond is a natural point from which to begin a tour of the eastern theater. Similarly, Nashville is a natural point from

which to begin a tour of the western theater. Within a few hours drive of Richmond lies the Gettysburg battlefield. A lovely drive down the Natchez Trace ends at Vicksburg. Historians consider these engagements the most important of the war.

The Manassas/Bull Run battlefields are a leisurely two-hour drive north of Richmond. Here, the Confederacy enjoyed its first victory. Fort Donelson is about a ninety-minute drive north of Nashville. Here, the Union enjoyed its first significant victory. Petersburg and the infamous "Crater" are about a 45-minute drive south of Richmond. One of the War's bloodiest battles, Franklin, is just a 25-minute drive south of Nashville.

Fredericksburg, Spotsylvania, Chancellorsville, and The Wilderness, are an hour to ninety minutes north of Richmond. Stones River/Murfreesboro, Chickamauga (Chattanooga), and Shiloh are within an easy drive of Fort Negley.

Nashville, itself, is somewhat comparable to Appomattox. It was here that the Army of Tennessee was destroyed. It was at Appomattox that the Army of Northern Virginia was surrendered. The interpretive center could easily make this comparison. (As an aside, the 1st Tennessee Infantry was one of the most famous units in the history of the War, having been attached to both of the great confederate armies. The 1st Tennessee was raised primarily in middle Tennessee and would be an appropriate subject of commemoration and interpretation.)

Nashville can be the "Richmond of the West" with the appropriate vision and adequate resources.

* * * * *

It is clear that other municipalities in Tennessee are "cashing in" on Civil War tourism. The City of Franklin, for example, sponsors an annual Civil War conference, in the Fall. The mayor of Franklin opens the conference. Program participants ballyhoo little Franklin's ability to attract the serious "buff" and other tourists who are only nominally interested in the Civil War. The bulk of these tourists are driving down from Nashville, many of them from the Opryland Hotel.

At last year's meeting, Dr. Peterson advised the Franklin community to market its Civil sites in Europe, particularly since Nashville would soon be obtaining non-stop service to and from London. Dr. Peterson noted that interest in the Civil War had reached a fever pitch in Europe. Englishmen were forming re-enactment units and Civil War Round Tables. The Sons of Confederate Veterans had established a foothold there. Dr. Peterson had seen Ken Burns' acclaimed television series on Polish television (dubbed in Polish).

Virginia is one of a very few states with a low rate of taxation (sales, property, income) and a balanced budget. Officials there say that tourism plays a major part in achieving this desirable position. Part of this success must be attributed to Colonial Williamsburg, of course. According to a 1992 study, twenty-three percent of all Virginia tourists visit Williamsburg, accounting for approximately \$500 million in income to local businesses. Peterson, p. 3. Many of these same tourists visit Civil War sites.

This same study noted, however, that while the average visitor to Virginia spends \$266 per visit, the average "Civil War" visitor to Virginia spends \$456 per visit! Civil War site visitors tend to have higher household incomes than other visitors. They are also a little older (47 on average). Peterson, pp. 4-5.

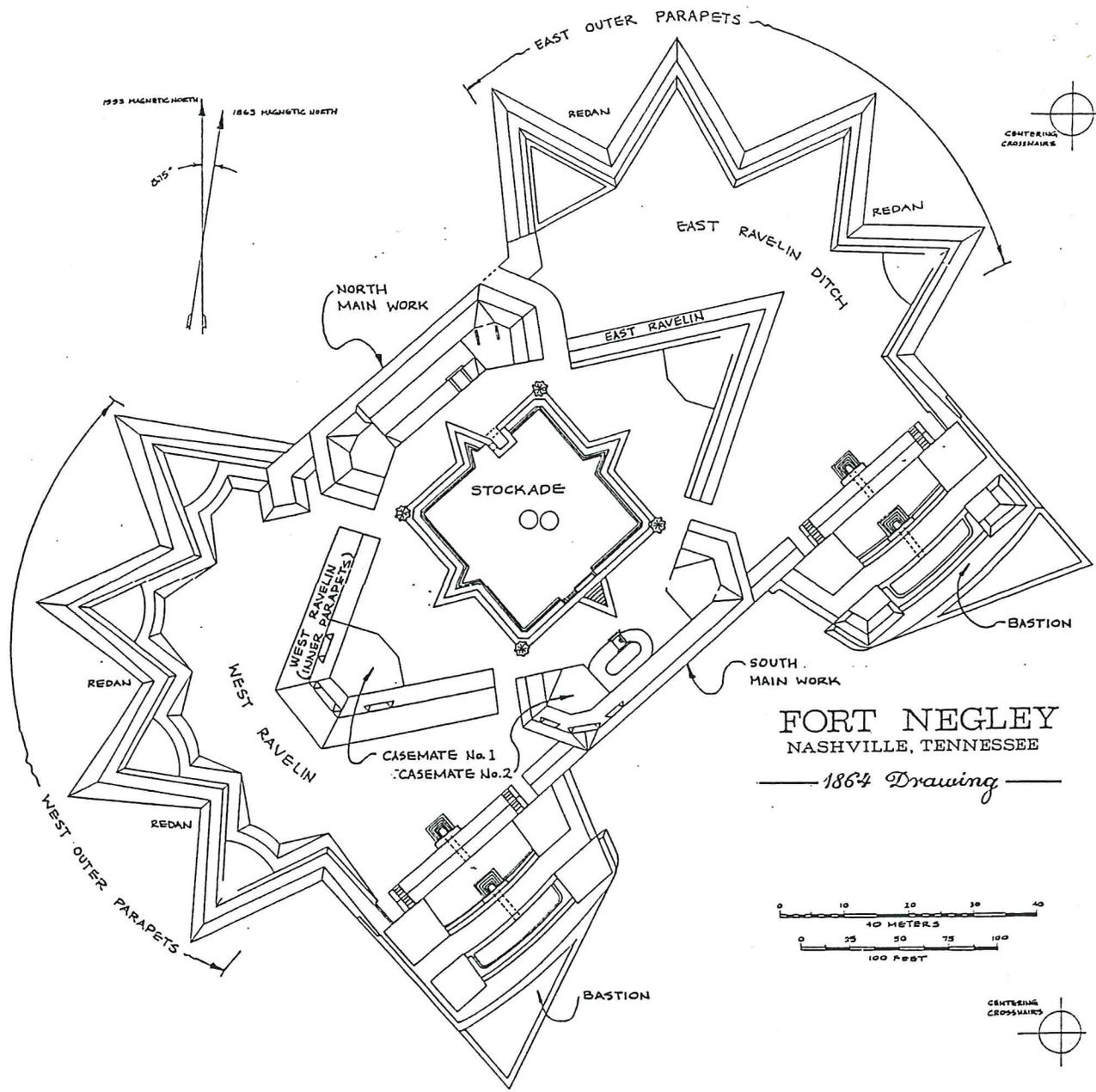
In 1989, Virginia's income from tourism alone was \$8 billion, representing an increase every year since 1975. In this same year, tourism generated over \$200 million in Virginia state taxes and created over 162,000 jobs! Peterson, p. 5.

* * * * *

Fort Negley is very strategically located next to The Cumberland Science Museum. According to a survey recently published in The Nashville Business Record, the Cumberland Science Museum is the second-most visited tourist attraction in Metro/Davidson County. (Opryland is first.) Since there is a footpath between the Museum and Fort Negley, it is entirely possible that each of these attractions could "leverage off" of each other, thus increasing attendance at both. It is certainly possible that both attractions could enter into some ventures with one another.

Conclusion

Fort Negley is a unique structure that deserves restoration and development. However, it should be viewed as just one element of an overall plan to restore and develop all of Metro/Davidson County's important Civil War sites (for example, Shy's Hill). (Of course, Fort Negley is the **most important** element of any such plan.) Viewed in a larger context, a restored and developed Fort Negley would constitute the centerpiece of an historical military district and the beginning point of any Civil War tour in Metro/Davidson County and Middle Tennessee. It would be an outstanding tourist attraction.



FORT NEGLEY
 NASHVILLE, TENNESSEE

— 1864 Drawing —

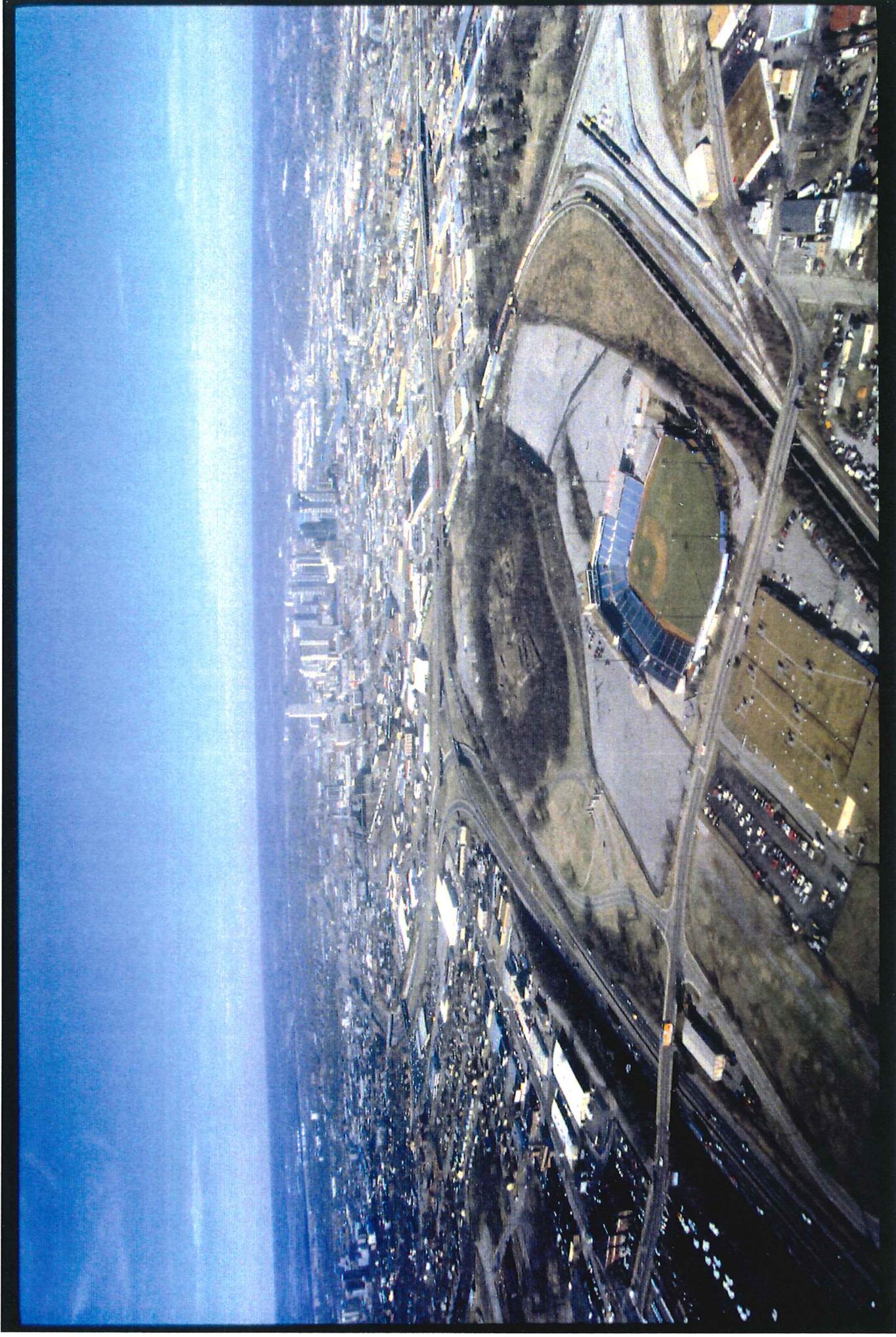
Tracing of an 1864 drawing of Fort Negley naming the major features of the fort

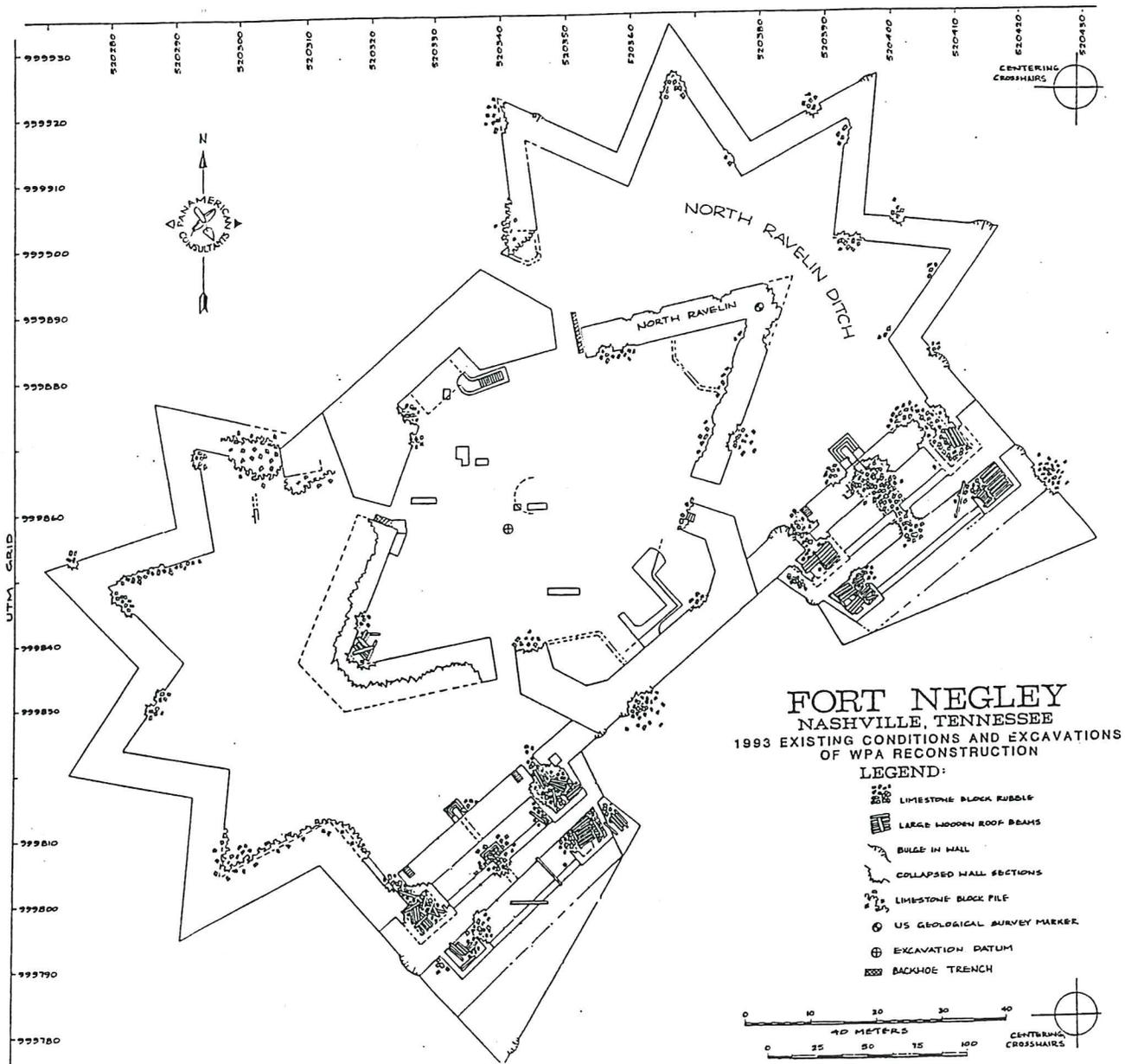


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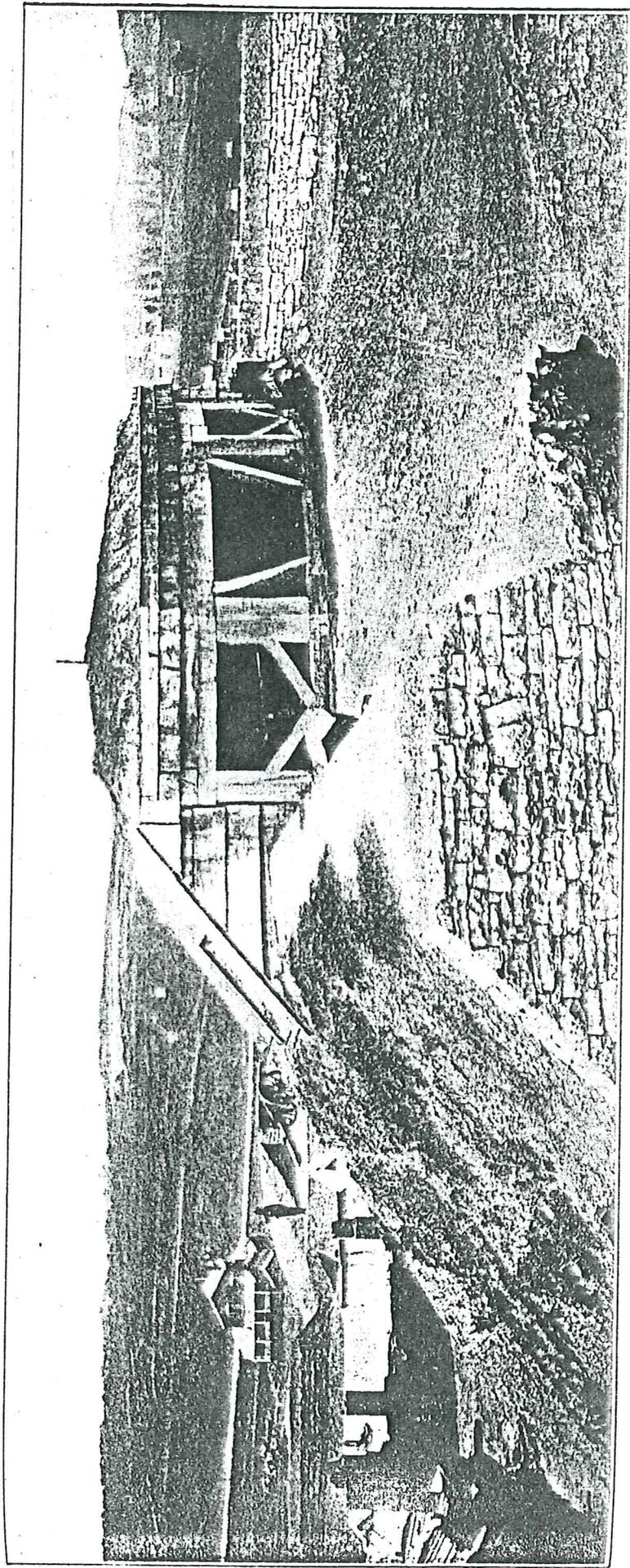


1993 excavation map of the WPA reconstruction of Fort Negley, as an underlay.

S/W CASSEMENT
FT. NEGLEY

C.S.

See: DIVIDED WE FIGHT
P. 405 FOR CLEARANCES
WITH FULL FORM,



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FORT NEGLEY, LOOKING TOWARD THE CONFEDERATE CENTER AND LEFT, AS
HOOD'S VETERANS THREATENED THE CITY

It was Hood's hope that, when he had advanced his line to the left of the position shown in this photograph, he might catch a weak spot in Thomas' forces. But Thomas had no weak spots. From the casemate, armored with railroad iron, shown here, the hills might be easily seen on which the Confederate