

**Battlefields Mean Business:
Economic Benefits of Battlefield Preservation**

Technical Report

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I. Background and Overview

In 2006, the American Battlefield Trust released its *Blue, Gray, and Green* report, which presented findings from primary research it commissioned into economic impacts of tourism at 20 Civil War battlefield sites.

In 2012, the Trust began a new study of the economic impacts of battlefield tourism, including both Civil War sites and sites from other wars fought in the United States.

This study, completed in 2014 and updated in 2016-17, focuses on ten battlefields from different wars, and includes ten other battlefields in a less-detailed analysis. It estimates the economic impacts of battlefield tourism at these sites, including the role these sites play in attracting visitors to nearby communities.

Battlefield Parks Included in the Study

Ten focal parks:

- 1) Colonial National Historical Park (Revolutionary War)
- 2) Fort McHenry National Monument and Historic Shrine (War of 1812)
- 3) Fredericksburg and Spotsylvania National Military Park (Civil War)
- 4) Gettysburg National Military Park (Civil War)
- 5) Little Bighorn Battlefield National Monument (Indian Wars)
- 6) Minute Man National Historical Park (Revolutionary War)
- 7) Richmond National Battlefield Park (Civil War)
- 8) Vicksburg National Military Park (Civil War)
- 9) Wilson's Creek National Battlefield (Civil War)
- 10) World War II Valor in the Pacific National Monument *located at Pearl Harbor and including the USS Arizona memorial* (World War II)

Other sites included in the analysis:

- 1) Antietam National Battlefield (Civil War)
- 2) Battle of Franklin Trust battlefield and historic homes (Civil War)
- 3) Bentonville Battleground State Historic Site (Civil War)
- 4) Chickamauga and Chattanooga National Military Park (Civil War)
- 5) Cowpens National Battlefield (Revolutionary War)
- 6) Guilford Courthouse National Historical Park (Revolutionary War)
- 7) Kennesaw Mountain National Battlefield Park (Civil War)
- 8) Manassas National Battlefield Park (Civil War)
- 9) Palo Alto Battlefield National Historical Site (U.S.-Mexican War)
- 10) Saratoga National Historical Park (Revolutionary War)

Key Findings

In 2015, the ten U.S. battlefield sites that were the main focus of this study hosted 9.7 million visitors. Tourism at these ten battlefields generated \$566 million in sales in local communities, supported nearly 6,800 local jobs and added \$15.3 million to state and local coffers.

Visiting the battlefield park was a consideration in the travel decisions of more than three-quarters of all non-local visitors to these ten parks. For one in three of these out-of-town guests, visiting the battlefield park was the primary reason for visiting the area.

All together, in 2015, the twenty battlefield parks included in this study hosted 14.5 million visitors — nearly 80 percent from out of the area.

- As a direct result of their park visits, out-of-town travelers spent \$774 million in nearby communities.
- Visitor spending supported a total of 9,370 jobs, \$281 million in wages and salaries, and \$805 million in sales at local businesses.
- In hotel and sales taxes alone, battlefield park visitors paid over \$23.5 million to state and local governments.

- These twenty battlefield parks carry significant influence over visitors' decisions to travel to the park regions. Thirty-three percent of park visitors traveled to the area primarily because of the battlefield, and another 41 percent considered the battlefield as one reason they decided to make the trip.

II. Methods

An analysis of the economic effects of visitor spending for each of the twenty included parks is the core of this study. This analysis was informed by park and local area visitor survey data, input from park staff, and information from local tourism organizations and related sites, all of which contributed to an understanding of tourism at these battlefield parks.

A. Analytical Methods

Economic impact analyses typically use “input-output” modeling. Simply described, input-output modeling assumes that money spent locally—whether by visitors paying for meals, lodging, fuel, and gifts, or by a business or government agency paying staff, contractors, and suppliers—supports further local economic activity.

Businesses use this income to pay employees, purchase goods, and pay for rent, fuel, taxes, and other expenses. Employees, too, spend their income on goods and services. Some of these expenditures are made locally, where the money can then be spent “again” by the local businesses and persons who receive it, and so on.

Economic impact studies commonly measure both direct and total economic impacts. Direct impacts are estimated based on the “first round” of expenditures—for example, the spending of visitors to the missions—and the jobs, wages, and taxes this spending immediately supports.

“Total economic impacts” reflect the “multiplier effect” of portions of those direct expenditures being circulated through the local economy, as described above. Total impacts include the indirect and secondary impacts associated with additional expenditures that result when the initial direct expenditures—taken in as sales receipts, wages, or payments for services—are then “spent again” in the local economy.

This study, which was initiated in 2012, utilized the framework of the National Park Service’s MGM2 model for estimating economic impact. Until it was replaced by the Visitor Spending Effects (VSE) model in 2013, a version of the MGM2 model had been applied each year to every park across the Park Service. It is well-known and established, especially among National Park Service employees, the media, and others familiar with national

parks. In side-by-side comparisons with other commonly used economic impact models,¹ MGM2 has yielded similar results given the same inputs.

B. Locally Adjusted Data

While the MGM2 model was used to estimate the economic impact of visitation to, and payroll of, each National Park Service unit each year,² it is widely acknowledged that these estimates had some significant shortcomings. The new NPS Visitor Spending Effects model retains many of the essential characteristics of the MGM2 model, while making changes to improve the consistency, accuracy, and transparency of the analysis.

In part, however, many of the challenges to creating reliable estimates of economic effects of visitor spending are due of the magnitude of the task of developing reliable estimates for each park's unique situation. Both the MGM2 and VSE models have drawn upon data gathered in NPS visitor surveys. However, most parks do not have the benefit of adequate—or any—survey data. In most cases, the generic visitor spending and trip characteristic profiles used by these models do not accurately reflect the unique characteristics of each park and its visitors.

Without costly and lengthy on-the-ground research, it can be difficult to estimate accurately key components of the economic impact model for an individual park and its gateway region. These components include average visitor spending, proportion of day visitors to overnight visitors, length of stay in the park and surrounding area, the importance of the park as a draw for visitors to the area, and others.

Visitor research was not conducted as part of this study. However, the economic impact model was adjusted for each park using a variety of data sources including:

¹ The Harbinger Consulting Group has compared the results of MGM2 analyses with those generated by the IMPLAN model and the Regional Economic Models, Inc. PI+ model.

² The last year for which the MGM2 estimates are available is 2011. MGM2 was developed under the leadership of Dr. Daniel Stynes at Michigan State University. Dr. Stynes died in 2012, and the estimates for 2011 were completed by a team of his colleagues, using a slightly different methodology based on MGM2. The 2012 estimates for the economic contributions of the national park system were created using the new model Visitor Spending Effects model (VSE).

1. NPS or other park visitor surveys;
2. Local, regional, and state visitor surveys and other tourism research;
3. The American Battlefield Trust's *Blue, Gray and Green* report on economic impact of visitation at selected Civil War battlefields (which included data on visitor behavior and spending);
4. Tourism destination and event economic impact studies; and
5. Feedback from park staff and local tourism professionals.

All of these data sources were used, where applicable, to refine the economic impact model for each of the ten focal battlefields.

For the ten additional sites, these data sources were used where available, but more components of the impact model were estimated. Park managers provided essential insights into visitor behavior. Where visitor spending data were lacking, expenditures were estimated using data from similar parks and areas, as well as spending averages from MGM2 and VSE, for reference.

Annual visitor counts for 2012 and 2015 were obtained from each park, and where necessary, additional adjustments were made to separate out non-recreational visits and other factors that might have led to over-estimating economic impacts.

Each battlefield park exists in a different context. Some are urban, some suburban, some rural, some remote. For each battlefield, this study uses a 60-mile radius to describe the rough geographic extent of the local, "gateway" area for which impacts are estimated.³

The population characteristics for each park's gateway region were used to determine which of the four MGM2 multiplier sets to use. These multipliers are used to estimate the

³ For the MGM2 model, the default impact area is assumed to be a 60-mile radius around the park. The impact areas for the new NPS VSE model are somewhat larger, including the whole of every county that lies even partially within the 60-mile radius. Research for this study suggests that the extent of the local impact area varies, but for many parks, a 60-mile radius is a reasonable standard.

total economic impacts of the money that visitors spend in the park's gateway region. (See explanation of direct and total impacts on page 4.)⁴

C. Study Focus on Visitation and Visitor Spending

For tourism-related facilities and activities, economic impact analyses may focus on several broad categories of expenditures including facilities operations and maintenance, capital investments, and visitor spending. This study of economic impacts of battlefield tourism focuses solely on visitor spending for three reasons:

1. Visitation and visitor spending are the largest sources of economic impact for historical park sites.⁵
2. Because battlefield parks preserve historical sites as well as provide for visitor access, much of the operation would be in place regardless of visitation levels, so it is complicated to estimate which part of payroll, facilities operation and maintenance, and capital investments could be reasonably "credited" to tourism. It is especially difficult to perform this estimation with precision for so many parks.

⁴ When this study was designed and initiated, the National Park Service was still using MGM2 to produce its official estimates of park economic impacts. Since 18 of the 20 parks included in the study are NPS units, the MGM2 model was used to conduct the analysis. MGM2 offers four IMPLAN-derived, generic multiplier sets based on the population characteristics of the gateway region—rural, small city, small metropolitan, and large metropolitan.

In contrast, the new VSE model uses unique IMPLAN multipliers for each park region. Using unique multipliers likely results in more accurate estimates. Because the multipliers are not the only source of variation between the official NPS estimates of economic effects for 2012 and the estimates produced for the battlefield tourism study, the effects of using different multipliers are difficult to gauge.

⁵ In a 2011 impact study for San Antonio Missions National Historical Park, operations and maintenance accounted for 20 percent of the total economic impact (The Harbinger Consulting Group. San Antonio Missions National Historical Park: Impact and Opportunity. National Parks Conservation Association, 2011.) In the 2010 MGM2 analyses, the economic impacts of park payroll tend to hover at around ten percent of the impacts of visitor spending.

In this study, economic impacts of visitor spending are estimated based on non-local visitor spending only. Their expenditures are “new” dollars that originated outside the study area and can be clearly linked to the presence of the battlefield parks. Spending by local visitors does have an economic impact, but it is difficult to determine how much of that money would *not* have been spent locally if the park did not exist. Given these difficulties, and the relatively small contribution of local visitor spending, this study takes a conservative approach to calculating the economic impact of visitor spending, based solely on the expenditures of out-of-area visitors.

D. Accounting for the Importance of Battlefield Parks in Travel Decisions

Tourism research shows that many battlefield parks play an important role in attracting travelers to an area. For the ten focal battlefield parks used in this study, nearly a third of park visitors made their decision to travel to the area primarily to visit the battlefield. The battlefield was one attraction that influenced the travel decisions of another 45 percent of visitors.

Unlike many other economic impact studies, this study factors in this influence, which is an important aspect of the economic value of these battlefield parks to nearby communities. In combination with the average duration of a park visit, the importance of each park to travelers’ decisions to visit the area was used to determine how much of visitor spending to “credit” to the park.⁶

The basic approach used is outlined in the table below, and adjusted for some parks based on available data.

⁶ Neither MGM2 nor VSE accounts for the influence of the battlefield park on travel decisions.

Allocation of daily spending to account for the influence of battlefield parks on travelers' decisions to visit the park's gateway area

	Average park visit less than 4 hours	Average park visit 4 or more hours
Amount of daily spending average attributed to the park for out-of-town visitors who do not spend a night in the area	0.75 day for primary park visitors 0.5 day for visitors with other primary reasons for travel	1 day for primary park visitors 0.75 day for visitors with other primary reasons for travel
Amount of daily spending average attributed to the park for out-of-town visitors who spend one or more nights in the area	1.5 day for primary park visitors 1 day for visitors with other primary reasons for travel	1.5 day for primary park visitors 1 day for visitors with other primary reasons for travel

III. Economic Impacts of Battlefield Tourism, 2015

Ten focal parks

Battlefield Park	War or Conflict	2015 Visitors	Local Sales	Jobs	Local & State Hotel & Sales Tax Revenues
Colonial National Historical Park (Virginia)	Revolutionary War	3,343,909	\$67.3 million	993	\$1.2 million
Fort McHenry National Monument and Historic Shrine (Maryland)	War of 1812	617,890	\$46.9 million	522	\$808,000
Fredericksburg and Spotsylvania National Military Park (Virginia)	Civil War	891,917	\$46.7 million	585	\$1.3 million
Gettysburg National Military Park (Pennsylvania)	Civil War	1,080,185	\$107.7 million	1,404	\$4.5 million
Little Bighorn Battlefield National Monument (Montana)	Indian Wars	371,783	\$21.8 million	307	\$284,000
Minute Man National Historical Park (Massachusetts)	Revolutionary War	964,331	\$58.1 million	576	\$1.6 million
Richmond National Battlefield Park (Virginia)	Civil War	184,176	\$15.5 million	156	\$528,000
Vicksburg National Military Park (Mississippi)	Civil War	532,445	\$34.8 million	430	\$800,000
Wilson's Creek National Battlefield (North Carolina)	Civil War	161,005	\$8 million	84	\$169,000
World War II Valor in the Pacific National Monument (Hawaii)	World War II	1,574,155	\$161.9 million	1,724	\$4.1 million

Ten additional parks

Battlefield Park	War or Conflict	2015 Visitors	Local Sales	Jobs	Local & State Hotel & Sales Tax Revenues
Antietam National Battlefield (Maryland)	Civil War	347,181	\$20.5 million	283	\$476,000
Battle of Franklin Trust battlefield and historic homes (Tennessee)	Civil War	100,000	\$5.4 million	52	\$109,000
Bentonville Battleground State Historical Site (North Carolina)	Civil War	113,610	\$6.7 million	67	\$37,000
Chickamauga and Chattanooga National Military Park (Tennessee and Georgia)	Civil War	1,002,373	\$60.1 million	699	\$1.7 million
Cowpens National Battlefield (South Carolina)	Revolutionary War	206,741	\$6.5 million	78	\$115,000
Guilford Courthouse National Historical Park (North Carolina)	Revolutionary War	222,602	\$8.4 million	101	\$318,000
Kennesaw Mountain National Battlefield Park (Georgia)	Civil War	2,174,870	\$103.4 million	1,015	\$4 million
Manassas National Battlefield Park (Virginia)	Civil War	502,045	\$21 million	217	\$473,000
Palo Alto Battlefield National Historical Site (Texas)	U.S.-Mexican War	47,867	\$1.6 million	19	\$59,000
Saratoga National Historical Park	Revolutionary War	65,011	\$2.1 million	28	\$84,700

APPENDIX A: Battlefield Park Descriptions

Focal Battlefield Parks

1) Colonial National Historical Park

Colonial encompasses two main sites: Jamestown Island (site of the first permanent English settlement in North America) and Yorktown Battlefield, the site of the last major battle of the American Revolutionary War. The two are connected by the 23-mile Colonial Parkway, which is also part of the park. This is a predominantly small-town and semi-rural park, though parkway also connects the two park sites with the small city of Williamsburg, Virginia (population 14,000).

The park collaborates closely with the other main tourism attractions and organizations in the area, especially Colonial Williamsburg and Preservation Virginia, because of the unique origins and configuration of this park.

The Colonial Williamsburg Foundation operates a town-sized, private living history museum at Williamsburg, within the legislative boundaries of the park. Preservation Virginia owns acreage and facilities within park boundaries at Jamestown, and jointly manages Historic Jamestowne with the National Park Service. In addition to its historical resources, living history demonstrations, and other interpretive programming, Colonial offers open spaces, quiet roads and pathways, and wildlife habitat that draw locals as well as tourists.

The park encompasses 8,677 acres, in several parcels. Driving the 23 miles of the Colonial Parkway, visitors travel through nearly 400 years of American colonial history, and a variety of natural habitats.

2) Fort McHenry National Monument and Historic Shrine

Fort McHenry an urban park on the harbor in Baltimore, Maryland, linked primarily to the War of 1812.

The park sponsors ten special events each year, which are promoted by the city and the state tourism agency. Occasional “super-special” events like the 2012 commemoration of the

bicentennial of the War of 1812, draw even more visitors and create significant economic impact.

The park provides the only green space in the area, attracting leisure and recreation users who also appreciate the park's history and are a powerful supporting constituency.

400 volunteers log over 28,000 hours a year on projects ranging from living history demonstrations to park maintenance. Urban youth are recruited as summer apprentice rangers. The Baltimore Bird Club and the National Aquarium do ongoing bird monitoring and wetlands cleanup around the fort.

3) Fredericksburg and Spotsylvania National Military Park

This is a suburban park in and near the city of Fredericksburg, Virginia, between Washington, DC, and Richmond, Virginia. The park encompasses battlefields from four major Civil War battles: Battle of Fredericksburg, Battle of Chancellorsville, Battle of the Wilderness, and Battle of Spotsylvania Courthouse. There are four historic buildings, two visitor centers, and two additional seasonal exhibit shelters.

Fredericksburg and Spotsylvania NMP includes 8,380 acres, of which most are owned by the Federal Government. Significant development or development pressures surround each of the park's four battlefield units and other isolated park sites, and recreation use is heavy in parts of the park. Population in the area has doubled since the early 1990s.

The park spans five governmental jurisdictions. There is no regional tourism planning or regional destination marketing organization, and not much promotion of the park and tourism product development around the park.

The park has done a lot of work with local museums and the community to diversify its story and create exhibits and events, including a focus on the area's rich freedom history.

4) Gettysburg National Military Park

Gettysburg is an iconic Civil War battlefield located adjacent to the small town of Gettysburg, Pennsylvania. It is within easy reach of urban areas including Baltimore, Philadelphia, Harrisburg, and Washington, DC. The area economy is heavily oriented toward tourism, and the park is a primary historical attraction.

Continuing improvements to tourism infrastructure have improved the visitor experience, extending the average length of stay, and boosting the economic impact of tourism. Improvements include: A new park museum and visitor center (2009), the Freedom Transit trolley line (2009), the opening of the Seminary Ridge Museum (2013), and battlefield rehabilitation at the park.

Many improvements have been driven by the 2000 Gettysburg Interpretive Plan, implemented by Main Street Gettysburg. The Gettysburg Foundation (Friends of Gettysburg) spearheads volunteer projects and marketing efforts.

There are strong partnerships to promote the park and the area's Civil War history. These include local organizations such as the Gettysburg Foundation, Gettysburg College, Gettysburg Lutheran Theological Seminary, Adams County Historical Society, Main Street Gettysburg, Gettysburg Convention and Visitors Bureau, and the Lincoln Fellowship.

5) Little Bighorn Battlefield National Monument

Little Bighorn is a remote, rural battlefield on the Crow Indian Reservation in south-central Montana. The nearest communities are very small, with Hardin being the largest at 3,500 residents. The battlefield is an hour's drive south of Billings, Montana, and an hour's drive north of Sheridan, Wyoming.

Little Bighorn Battlefield is the site of General Custer's "last stand" and a monumental victory for Sioux and Cheyenne fighting against the U.S. Army to maintain their independence and traditional way of life.

With only 250 hotel rooms in nearby Hardin, most visitors stay in Billings or Sheridan, or are passing through on their way to or from the Black Hills or Yellowstone National Park. The battlefield is the best-known visitor site in southeastern Montana, but a recent study of tourism in a four-state region that includes southeastern Montana found that the visitor services surrounding the park (including the larger cities of Billings and Sheridan) are significantly underdeveloped. The result is that the area is not capturing as much economic benefit from the battlefield as it could.

Recently, "Bridging Cultures," a five-year-old informal dialogue forum involving tribal, business, and government leaders from the region has been focused on helping create economic opportunity and cultural tourism, including a proposed new Crow cultural center and museum adjacent to the battlefield. On the table now is a proposal to build a new highway rest area that would provide parking facilities and easy Interstate access for the cultural center.

6) Minute Man National Historical Park

Minute Man is a rural and suburban park that comprises 1,027 acres spanning Lexington, Concord, and Lincoln, Massachusetts, on the outskirts of Boston. The park includes several distinct sites and historic structures from the American Revolutionary War.

The park is an independent draw, but for the most part, it functions as an important player in the larger historical draw of Lexington and Concord. The area includes many other historical attractions from the Colonial and Revolutionary War forward, including Walden Pond and significant authors' homes.

Minute Man works in partnership with area convention and visitors bureaus to promote the area and encourage visitors to plan more time to spend taking in the local historical attractions. Park sites are also key attractions for the 2-hour "Liberty Ride," a bus tour led by interpreters in period dress. The Concord Museum is a programmatic partner, and the park hosts special events throughout the year. April events, including Patriots Day which commemorates the beginning of the Revolutionary War, are seen as the kickoff of the tourist season and an important boost for local businesses.

7) Richmond National Battlefield Park

Richmond is a dispersed park, which encompasses 13 sites and over 8,000 acres in and around Richmond, Virginia, once the Confederate capital (2,672 acres in federal government ownership). Unlike many other battlefield parks, Richmond's story goes beyond a large battle or single campaign. The park includes a naval battle, an industrial complex, the Confederacy's largest hospital, dozens of miles of fortifications, and battle sites.

A drive of about 75 miles is required to see all of the battlefields included in the Richmond National Battlefield, requiring an entire day or more to follow the route.

Richmond National Battlefield is one of many historical attractions in the Richmond area, and plays an important role in the area's historical "sense of place."

In 1996, the park comprised just 754 acres. Today, it is many times that size. And during that time, visitation has doubled, from 78,000 in 1996 to 184,000 in 2015. The additional acreage has helped transform the park from a "windshield park" into an evolving, interactive historical attraction better able to help visitors understand key battles as well as life on the Confederate home front during the war.

During the Civil War Sesquicentennial, the park capitalized on ongoing partnerships with the Museum of the Confederacy, Virginia Historical Society, and other historical organizations as well as local government agencies from multiple counties, the city of Richmond, and the Richmond metropolitan convention and visitors bureau to develop and promote commemorative programming. The local paper, the Richmond *Times-Dispatch*, was an active partner, as well, running 13 stories on aspects of the war during the two-month Sesquicentennial commemoration in 2012, and several since.

8) Vicksburg National Military Park

Vicksburg battlefield is in the small town of Vicksburg, Mississippi, which completely surrounds the park. Vicksburg is a town of 15,000, about 45 miles west of Jackson, Mississippi.

Park visitation at one time exceeded one million, and now hovers between 500,000 and 600,000. One reason is likely the implementation of entrance fees, but other factors also figure.

Over the past few years, Vicksburg has made concerted efforts to expand the park's interpretive story and reach out to new audiences and schools. It now has an education specialist and diversified programming, and does more special events. About 75 percent of the regional population are people of color, a proportion that far exceeds that of park visitors.

Because the park is the only significant green space, a large share of visitation is local leisure and fitness use. The park is the primary tourist attraction in the community. Four river-front casinos draw a distinct clientele, but the park and its ability to draw tourists are key to the town.

Vicksburg has made concerted efforts to better connect with the fitness community to encourage broader understanding and support of the park and its resources and stories. A National Park Foundation grant helped the park start a "Shape Up Junior Ranger" program to encourage sustained use of the park by youth for fitness activities. The park has a walking and biking trails map, and a fitness pavilion to make it easier to reach fitness users.

9) Wilson's Creek National Battlefield

Wilson's Creek is a suburban park on the outskirts of Springfield, Missouri, with no business development on the park boundary. Its setting still feels predominantly rural, but the surrounding area is growing. The Civil War battlefield is the main historical attraction in the area. Tourism is among the region's top economic drivers.

Most of the battlefield's efforts to attract new visitors are focused on increasing local awareness through special events. Events including a 150th anniversary battle commemoration created a visitation spike in August 2011. Participants in the reenactment of the second major battle of the Civil War—and the first fought west of the Mississippi River—were largely from the Midwest. Spectators were local and regional.

The majority of visitors use the park for fitness/recreation, including hiking and wildlife watching. The park is the largest publicly owned land in the greater Springfield area, a multi-county region that is home to some 436,000 people.

The park hires five local Youth Conservation Corps workers each summer, is involved with the NPS Youth Internship Program, and has three college students employed under a student hiring authority.

About 175 schools bring 6,000 students to the park each year. Weekly volunteers number 40, mostly retired individuals who work a day or two per week. About 150-200 volunteers assist with special events such as living history programs and work projects.

10) World War II Valor in the Pacific National Monument

This is a far-flung national monument that includes the Pearl Harbor visitor center, the primary portal for visitors to Pearl Harbor and the USS *Arizona* Memorial. The World War II monument is an urban park in Honolulu, Hawaii, and a primary historical attraction in a city with a mature and economically central tourism industry.

The national monument is part of a four-entity partnership in the Congressionally mandated Pearl Harbor historic district. The other sites are the Battleship *Missouri* Memorial, USS *Bowfin* Submarine Museum and Park, and the Pacific Aviation Museum Pearl Harbor. The sites are all separately managed, but work together within this historic district, which was designated in 2007.

The sites have collectively branded themselves as "Pearl Harbor," which seems to be working to boost recognition and visitation. There are joint ticket sales (including a Congressionally authorized exception to standard policy so tickets for other sites can be sold by NPS), and a new

NPS visitor center provides a portal to the entire Pearl Harbor area. Visitors can obtain USS *Arizona* tickets online at www.recreation.gov, as well as purchase a pass for entry to the other Pearl Harbor historical sites.

WWII Valor in the Pacific is an example of park management learning to speak the lingo of the tourism industry and focusing on activities such as “product development.”

Like some other iconic parks (e.g., the national mall), this park hosts a growing contingent of mainland Chinese tourists. The park, along with the NPS national mall site, are planning a visitor survey to gauge expectations and satisfaction of these visitors, who tend to be quite well informed about the historical events and importance.

Other Included Battlefield Parks

1) Antietam National Battlefield

Antietam is a rural battlefield, within day-visit driving distance of Washington, DC, and Baltimore, Maryland. Antietam is the site of the bloodiest single-day battle in American history, with over 23,000 killed during the Civil War.

Antietam is a leading example of private land conservation around the core of a battlefield park. This success means that visitors experience a landscape that feels remarkably similar to Civil War times. Around Antietam, almost 9,000 acres of private land under easement preserves most of the park’s historic rural views, and keeps the area’s agricultural heritage vital.

Antietam is used as a training ground for young military officers studying tactics and first-year military medical students and other military medics learning at this battlefield, where the roots of modern military medicine and emergency response were laid down.

2) Battle of Franklin Trust battlefield and historic homes

The nonprofit Trust preserves a small and growing portion of the Battle of Franklin battlefield, and also includes two historic homes, one of which was commandeered as a Federal command post and the other used as a Confederate hospital.

The battlefield sits at the south edge of old Franklin, Tennessee, with some newer development around portions. Franklin was an agricultural community, but has now become an historic

visitor attraction—a clean, quiet, friendly place to visit. The town population is around 60,000 and Williamson County is among the wealthiest in the state.

Battle of Franklin Trust has long-standing, successful, and innovative partnerships with the area CVB and other organizations, including local businesses, which sell site tickets in exchange for a share of the sale. It offers extensive programming for children, including Civil War era summer camps.

Average visit length per site is about two hours. Admission to all three sites can be purchased together. Based on interactions with visitors, at least half are in mid-Tennessee for 2-3 days. Many visitors come to Franklin for long weekends.

Nashville has historically been the larger draw in the region, and a source for day- and overnight visitors to Franklin, though there has been some reversal in that relationship as Franklin has matured.

In addition to historic sites such as those run by the Trust, Franklin has more “extended experience” historical attractions such as Belle Meade Mansion, which offers a restaurant and event space, and battlefield and historical tours of the town and larger region which includes Shiloh, Fort Donelson, and Chattanooga and Chickamauga. Franklin’s Victorian-era downtown and walkable historic areas are attractions unto themselves.

3) Bentonville Battleground State Historic Site

Bentonville is a Civil War battlefield located in a rural farming area, 25 miles from both the small town of Smithfield (population 11,000) and the small metropolitan area of Goldsboro, North Carolina, with a population of 123,000. It is the largest historical attraction in a 25-mile radius.

The reenactment, held every five years, brings more out-of-town and overnight visitation. The local church and fire department help organize, and raise funds associated with, smaller anniversary events each March.

Bentonville has developed seven tour stops on the battlefield. These stops are open after hours so visitors can experience the battlefield when the site is closed. They have recently implemented an OnCell mobile phone tour of the battlefield, which along with interpretive panels, help to enhance the visitor experience and encourage them to stay onsite longer.

Volunteers are mostly reenactors who present programs along with the friends group. The 50-mile round trip from nearby population centers keeps the volunteer cadre small.

Farmland owned by the site is rented to local farmers. Proceeds supplement the site budget, for example, funding temporary employees to help with programs and site operations.

4) Chickamauga and Chattanooga National Military Park

This is an urban park, which includes 9,000 acres in Chickamauga, Georgia, and Chattanooga, Tennessee. The park is bordered primarily by residential development.

Chickamauga and Chattanooga was the first and largest of the national military parks established in the 1890s. It provided the model for the establishment and development of most other military and historical parks in the country. The park preserves the sites of two major Civil War battles: the Battle of Chickamauga and the Chattanooga Campaign.

Park visitation overlaps significantly with smaller historical/battlefield sites in the area. Average length of stay at park is short, but visitors stay longer in the area. The region is a tourism pass-through area.

There is potential for a great visitor experience, but resources and community partnerships are lacking.

5) Cowpens National Battlefield

Cowpens is a rural Revolutionary War battlefield in upstate South Carolina near the city of Gaffney (population 12,000). Cowpens is convenient to major traffic routes, not remote.

The park is typically a pass-through site, rather than a destination. Two National Park Service battlefields, a state park battlefield, and county sites comprise the core historical resources in upstate South Carolina. The nearby communities of Gaffney and Chesnee do not have active tourism outreach efforts, but Spartanburg and Greenville (larger cities within an hour drive) promote the national park.

Recreational use is important at Cowpens, including walking, running, biking, and horseback riding.

The park superintendent believes that Ninety Six National Historical Site in Ninety Six, South Carolina, has a more direct impact on the local community. Because of its remoteness, most visitors have made it a destination.

6) Guilford Courthouse National Historical Park

Guilford Courthouse is a Revolutionary War park in Greensboro, North Carolina (population 273,000). Greensboro is part of a larger metro area of 1.6 million residents.

The 250 acre park protects the site of the largest and most hotly contested battle of the Revolutionary War. The park hosts an annual reenactment

Guilford Courthouse and adjacent sites serving a total of 1.2 million visitors annually formed a Battleground Parks District to coordinate, streamline, and integrate visitor information and services, and other functions. Participating sites include the National Military Park, the Natural Science Center of Greensboro, the city-run Country Park, Forest Lawn Cemetery, and the A&Y Greenway.

7) Kennesaw Mountain National Battlefield Park

Kennesaw is an urban park in the Atlanta, Georgia, metropolitan area. Travel and tourism are the number one economic driver in Cobb County. Kennesaw preserves a Civil War battlefield of the Atlanta Campaign.

At 2,900 acres, the park protects significant open space in this urban area and receives high levels of local recreation use. It has 18 miles of maintained interpretive trails, and a natural setting for bird- and wildlife viewing.

Kennesaw makes use of technology to provide visitors with information. A Google Earth map includes information on hiking and horse trails, as well as details about the battle, including where individual conflicts took place, Confederate and Federal unit positions, and the location of artillery and fortifications. A self-guided cell phone audio tour is also available.

8) Manassas National Battlefield Park

Manassas is a suburban park, with urban development and the I-66 corridor in Fairfax County, Virginia, on one side. The other side is much less developed, and part of the “rural crescent” in Prince William County. It is within easy reach of Washington, DC.

The 5,000-acre park protects the battlefields of the First and Second Battles of Manassas, both key Confederate victories during the Civil War.

The park garners fairly significant international interest, as well as recreation use from local residents. Groups of Civil War travelers come specifically to visit Manassas, sometimes as part of an itinerary that includes other sites. Proximity to Dulles airport means the park attracts travelers who are in the area for other reasons.

The Prince William County CVB is transitioning and growing more supportive of the park and of heritage tourism in general. Its tourism directory, for example, now features the park and other Civil War sites. CVB employees helped staff the park visitor center during the 150th anniversary events. There was joint ticketing with other sites for the 150th, which led to some efforts to develop other package deals.

The park is working on some initiatives to improve visitor experiences, most notably, a bypass of a major road that runs through the park, which will ultimately result in the closure of park roads to through traffic.

The county branding itself as a military history destination, although it is early in this endeavor. Manassas is one of the largest draws, along with the Marine Corps Museum on the other side of the county.

Manassas was named the #1 bus tour destination in 2011, which has led to an uptick in tour visitation.

9) Palo Alto Battlefield National Historical Site

Palo Alto is an urban park in Brownsville, Texas, which is adjacent to Matamoros, Mexico. The area is largely disadvantaged.

Palo Alto is a new park service unit, which preserves the site of the first battle of the U.S.-Mexican war. It opened to visitors in 2004, and efforts at preservation, visitor access, and interpretation are still underway. Ongoing archaeological and historical research continues to provide new details about the battle.

Palo Alto has escaped the development that has swept through the region, and retains much of the character of the battlefield in 1846. A vast plain of sharp cordgrass, bounded by dense thickets of thorny mesquite and cactus, the battlefield today calls to mind the scene described by soldiers in letters and diary entries.

About 60 percent of park visitation is from outside the county. Most visitors spend a day or less in Brownsville. Visitation has declined annually for the past five years—perhaps due to the economy and the violent image of the Mexican border—though rebounded significantly in recent years.

The area has a number of historic and natural attractions that are not well promoted, and fall short of their potential as economic contributors. A major hurdle is that civic, business, and economic development leaders do not see the value in nature and heritage tourism, and focus on industrial development and recruitment. Venues such as South Padre Island are important, but tourism is not a big economic player (nine percent leisure and hospitality sectors).

The park works with the business community to try to increase visitation and promote overnight stays. They are members of the CVB's marketing committee, along with local hotels, the chamber, and businesses. The park has a Facebook and Twitter presence, and local attractions have adopted QR codes for smartphones that link sites. The park is working with the US Fish and Wildlife Service refuge system in the area to promote more nature tourism in conjunction with heritage tourism.

The park is trying to reach out to the local community with listening sessions to help them understand how to connect with a predominantly young, Hispanic population. NPS Rivers and Trails Conservation Assistance program has help develop hike/bike trails to connect units of the park within the city and to other areas of town—good health and lifestyle opportunities for urban residents with lots of health problems.

10) Saratoga National Historical Park

This is a small park that includes four units about a half-hour drive from Saratoga Springs, New York (population 27,000). The battlefield unit is rural, while the other three units—a restored historic home, the Saratoga Monument, and the site of the final British encampment—are in developing suburban settings.

The battlefield was the site of the Battle of Saratoga, where American forces forced a major British army to surrender during the Revolutionary War.

The park is part of the Saratoga/Washington on the Hudson Partnership. In 2008, the partnership completed the Battles of Saratoga Preservation and Viewshed Protection Plan. Of 16,000 acres identified as high priority for conservation, over 6,000 private acres have been protected by partners. Now, the Heritage Trust Fund is being pursued, garnering Congressional support.

The county is just starting to see the value of heritage tourism, which has been overshadowed by a focus on horse racing and performing arts. The Chamber has recently been working with the park on collaborative events and promotion. Tourism provides a seasonal boost in the area.

APPENDIX B: Data Sources

Data sources for key variables in the economic analysis are listed in the tables on next two pages. The following abbreviations are used throughout:

BGG	<i>Blue, Gray and Green: A Battlefield Benefits Guide for Community Leaders.</i> Prepared by Davidson-Peterson Associates for the American Battlefield Trust, 2006
VSP(year)	Park-specific visitor survey, conducted by the Visitor Survey Project at the University of Idaho, identified by the year of publication
CVB	Local Convention and Visitors Bureau
MGM	NPS Money Generation Model
VSE	NPS Visitor Spending Effects Model
Est	Estimated

Ten focal parks

Battlefield Park	Visitor Spending	Party Size	Visitor Segments	Length of Stay	Park Significance in Travel Decisions
Colonial NHP	Calculations follow Daniel Stynes and Ya-Ya Sun, Impacts of Visitor Spending on Local Economy; Colonial National Historical Park, 2001. (Nat'l Park Svc, 2003). This study accounted for the large number of visitors who only drive Colonial Parkway and account for the park's role relative to other major Williamsburg area attractions.				
Fort McHenry NM	Tourism Economics 2010; MGM	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	Visit Baltimore CVB; Park staff
Fredericksburg & Spotsylvania NMP	BGG; MGM; Virginia Tourism	Virginia Tourism	BGG; MGM; VSE; Park staff	MGM; VSE; Park staff	BGG
Gettysburg NMP	California Univ. 2011	VSP 1995; California Univ. 2011	BGG	Gettysburg CVB; Park staff	BGG
Little Bighorn Battlefield NM	Randall Travel 2010; MGM; VSE	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	Est; Park Staff
Minute Man NHP	MGM; VSE; Park staff	VSP 2007	VSP 2007	MGM; VSE; Park staff	MGM; VSE; Park staff
Richmond NBP	Richmond CVB	VSP 2010	VSP 2010; BGG	VSP 2010; BGG	VSP 2010
Vicksburg NMP	Warren County CVB; MGM; VSE	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	Est; Warren County CVB; Park staff
Wilson's Creek NB	Springfield CVB	Springfield CVB	BGG; MGM; VSE; Park staff	MGM; VSE; Park staff	BGG
World War II Valor in the Pacific NM	Hawaii Tourism Authority	VSP 2000	MGM; VSE; Park staff	VSP 2000	Est based on VSP 2000

Ten additional parks

Battlefield Park	Visitor Spending	Party Size	Visitor Segments	Length of Stay	Park Significance in Travel Decisions
Antietam NB	MGM; VSE; Park staff; BGG	MGM; VSE; Park staff	BGG	MGM; VSE; Park staff	BGG
Battle of Franklin Trust	MGM; VSE; Park staff; BGG	MGM; VSE; Park staff	BGG	MGM; VSE; Park staff	BGG
Bentonville Battleground SHS	MGM; VSE; Park staff; BGG	MGM; VSE; Park staff	BGG	MGM; VSE; Park staff	BGG
Chickamauga and Chattanooga NMP	MGM; VSE; Park staff; BGG	MGM; VSE; Park staff	BGG	MGM; VSE; Park staff	BGG
Cowpens NB	MGM; VSE; Park staff	VSP 2003	Est based on VSP 2003	VSP 2003	VSP 2003
Guilford Courthouse NHP	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	Est; Park staff
Kennesaw Mountain NBP	MGM; VSE; Park staff; Atlanta CVB	Est; Park Staff	MGM; VSE; Park staff	MGM; VSE; Park staff	Est; Park staff
Manassas NBP	MGM; VSE; Park staff	Park staff; VSP 1995; NPS visitor count methods	MGM; VSE; Park staff	MGM; VSE; Park staff	Est; Park staff
Palo Alto Battlefield NHS	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	Est; Park staff
Saratoga NHP	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	MGM; VSE; Park staff	Est; Park staff