Tennessee’s Historic Hotels as “Landscape Artifacts,”
“Community Symbols,” and “Tools of Community
Revitalization”

Source: from the Author’s collection circa 1930

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Preface

This resource guide is intended to provide historical context and useful hints for individuals and communities in Tennessee interested in preserving a historic hotel or converting a historic property into a hotel and the types of financial structures and incentives that have been instrumental in helping to bring the projects to fruition.

It can be read as a standalone piece or as a companion piece to my dissertation, “An Exploration of Tennessee’s Historic Hotels as Cultural Heritage Tourism Assets” (2017) which focused on the intersecting interests of public historians, cultural heritage tourism professionals, and historic hotel professionals namely their focus on compelling stories, preservation and authenticity using Tennessee as an example.¹ As “landscape artifacts” and “community symbols,” historic hotels have the potential to not only be a draw for a tourist destination but also act as anchors in community development.²

Introduction

In “The City Hotel as Landscape Artifact and Community Symbol,” Karl B. Raitz and John Paul Jones, III argued that hotels and their precursors taverns were cornerstones of urban development, “landscape artifacts” that “marked the early business and social core of cities” and symbols of “community progress and achievement, as well as investment opportunity.”³ While this is not a new argument,


³ Ibid.,17.
the phrases “landscape artifact” and “community symbol” they applied to hotels help us to think about hotels as more than historic properties built of stone, brick and wood. As cities and towns look to revitalize neighborhoods and in particular National Register-listed historic districts, historic hotels and hotels in historic properties are again being considered as “landscape artifacts” and “community symbols” capable of influencing settlement patterns and igniting further investment. Many of the same characteristics that made hotels distinctive in the past make them relevant today namely their location, size, architectural style and the services they provide to community members and travelers alike.

While national, state and local organizations all support historic preservation as a “tool of community revitalization,” historic ordinances are developed and reviewed on the local level. These guidelines along with the availability of funding impact which projects get developed. Arguably, the community-led efforts including the process of National Register designation itself make local preservation the most “meaningful.”

Case studies illustrate how three communities in Tennessee used local organizations – Main Street Greeneville, Nashville’s Metropolitan Historic Zoning Commission, and Downtown Memphis Commission – to support the development of hotel projects.

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4 Ibid., 17.


6 Ibid., 58.
Hotels as “Landscape Artifacts” and “Community Symbols”

In *The Americans: The National Experience* (1965), Daniel J. Boorstin was the first scholar to identify the important role hotels played in both the settlement of the United States as well as the development of a distinct American culture. He dubbed hotels “both the creatures and creators of communities” because they were built to serve communities as well as attract further investment. Building a first-class hotel was a form of boosterism and demonstrated a community’s aspirations of grandeur and size. From the early nineteenth century hotels were social centers of towns and cities known as “palaces of the people.” The primacy of hotels continued into the early twentieth century; they were often the “grandest” building in large metropolitan areas as well as the tallest structure in small to medium cities.

John A. Jackle and Keith A. Sculle agreed with Boorstin’s assessment and added that Main Street hotels were also the “most strategically located of a community’s downtown buildings.” AK Sandoval-Strausz argued that these spaces and services facilitated “human mobility” and helped to connect communities to “expanding networks of commodities, capital, and information.”

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8 Ibid., 142-143.

9 Ibid., 135.

10 Ibid., 135.


From a historic preservation perspective, hotels garnered attention in the literature as properties of consequence worthy of consideration in Floy A. Brown’s “Rehabilitating Historic Hotels: Peabody Hotel, Memphis, TN” (1980). Brown categorized five distinct types of historic hotels: palace hotels; main street hotels; historic resort hotels and country inns; new hotels out of recycled historic buildings; and hotels of earlier days being converted into new uses. Brown described the historic significance hotels by stating,

A key building in the American past is the hotel, whether urban, resort, or country inn. Business people, vacationers, and community residents have mingled together over the years in these structures; many hotels have acquired historic and architectural significance, having served as visual and social focal points from the past to the present.

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14 Ibid., 1.
Five categories of historic hotels with extant examples in Tennessee

**Palace hotels** “splendid vestiges of turn-of-the-century prosperity, can be found in urban centers around the country.”

The Hermitage Hotel, Nashville, Tennessee
Source: Ginna Foster Cannon, March 20, 2015

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Main street hotels “many of them constructed with the coming of the railroad, can be found in towns and smaller cities from the northeast to the southwest.”16

Walking Horse Tavern, Wartrace, Tennessee
Source: Ginna Foster Cannon, September 10, 2014

Historic resort hotels and country inns “cater to the characteristic American delight in the natural environment and are commonly found amidst beautiful locations.”17

Donoho Hotel, Red Boiling Springs, Tennessee
Source: Ginna Foster Cannon, September 29, 2014

16 Ibid.
17 Ibid.
New hotels being created out of recycled historic buildings “reflect the ever-growing potential for adaptive reuse.”

Terminal Station in Chattanooga, Tennessee is now the Chattanooga Choo Choo
Source: Ginna Foster Cannon December 19, 2014

Hotels of earlier days being converted into new uses “in response to changed circumstances in the world around them.”

Hotel Lindo, Covington, Tennessee is now commercial office space.
Source: Ginna Foster Cannon March 9, 2015

18 Ibid.

19 Ibid.
In addition to the historic and architectural significance as “landscape artifacts,” historic hotels are powerful “community symbols” signifying renewed investment in languishing downtowns. A hotel project can anchor a community’s revitalization efforts. But to do this, the hotel project has to be financially viable. National historic tax credits are one such mechanism to offset costs for properties that would be used for commercial purposes. Since the program began in 1976, more than 43,000 properties on the National Register or within National Register listed historic districts have been rehabbed using the Federal Historic Preservation Tax Incentive Program.\(^\text{20}\) As of 2017, thirty-five states offered state historic tax credits that can be used in conjunction with national historic tax credits; unfortunately, Tennessee is not one of them.\(^\text{21}\) According to NPS, historic tax credits also “generate jobs,” “enhance property values,” and “augment revenues for state and local governments through increased property, business and income taxes.”\(^\text{22}\)

According to the Tennessee Historical Commission, “In Tennessee, buildings of almost every type imaginable have benefited from the Investment Tax Credit (ITC) program, from Bed and Breakfasts and hotels and shotgun houses to large-scale business developments. Today, over 1,000 buildings in Tennessee have been


rehabilitated using the ITC program, generating over $1 billion in investments in Tennessee's historic buildings.”23

Research suggests that there is a significant difference between a historic hotel and a hotel located in a historic property stemming from how history is treated. For a historic hotel, historical interpretation provides context for the hotel in both time and space. It is also central to how it positions itself and markets itself. A historic hotel can be within a purpose built hotel or in a recycled historic building. Examples of historic hotels in recycled buildings in Tennessee include Union Station in Nashville and Chattanooga Choo Choo in Chattanooga both of which are members of Historic Hotels of America, a program administered by the National Trust of Historic Preservation.24 By contrast, a hotel located in a historic building focuses almost exclusively on the fact that its in a recycled building. Often only the name of the original building and date when it was built is mentioned. The hotel does not define itself by its history but uses the building to differentiate itself in the highly competitive hospitality market. Adaptive re-use and renovation creates interesting and unique spaces that are impossible to recreate in a new construction. Furthermore, new construction does not have the sense of place, compelling stories or authenticity inherent in historic properties.25 These characteristics are important in marketing a hotel. Examples of a hotel located in a historic property in Tennessee include Arrive Memphis in Memphis

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(see case study), 21C Museum Hotel in Nashville, and the Madison Hotel in Memphis that surprisingly does not even mention that it is in the restored Tennessee Trust Bank Building (1905).

Historic hotels are economic drivers – they provide employment, taxes and provide 24-7 vitality that attracts other businesses and residential development. They can also provide spaces where locals and tourists can convene whether that be at a bar, restaurant, hotel lobby, event space or retail shop. Tourists are valuable to a region because their spending supports infrastructure – roads and schools – without putting a strain on it.

**Historic Preservation and Historic Districts**

Established by the National Historic Preservation Act of 1966, the National Register of Historic Places, administered by the National Park Service (NPS), is a “national program to coordinate and support public and private efforts to identify, evaluate, and protect America’s historic and archeological resources.” Currently, there are more than 90,000 properties listed on the National Register representing 1.4 million buildings, sites, districts, structures and objects. The value of historic properties is well established. “Historic buildings are tangible links with the past. They

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help give a community a sense of identity, stability and orientation.”

Approximately 3,000 communities have embraced their history by establishing historic districts. The National Register not only codified how to evaluate historic properties but also heightened awareness for America’s distinct history and culture represented in the built landscape and archeological record.

National Register-listed historic districts are nominated locally, reviewed by the state’s historic preservation office (SHPO) and designated nationally by NPS. In 1980, the National Trust for Historic Preservation established the Main Street Program to “revitalize older and historic commercial districts to build vibrant neighborhoods and thriving economies.” There are more than 2,000 Main Street programs across the U.S. To be considered, a commercial district must be listed on the National Register and located in small to medium sized town or city. Tennessee Main Street is administered through the Tennessee Department of Economic and Community Development’s Community and Rural Development Division and is comprised of 34 accredited communities. (See Appendix B for list). While Tennessee Main Street makes recommendations, accreditation like with National Register is handled on a

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32 Ibid.

national basis.\textsuperscript{34} The case study on the General Morgan Inn and Conference Center illustrates the strength of the Main Street program as well as what can be accomplished when strong public-private partnerships are forged.

The majority of historic districts have some type of design review process based on local ordinances that are administered locally.\textsuperscript{35} In Nashville, for example, the Metropolitan Historical Commission (MHC) works hand-in-hand with the Metropolitan Historic Zoning Commission (MHZC), a nine-member panel created in 1977.\textsuperscript{36} The duties of the MHZC are varied and include:

Administer[ing] the day-to-day activities of historic zoning by meeting with and advising property owners on the appropriateness of proposed work; giving technical advice on rehabilitation matters; keeping records; monitoring work in progress; preparing public information newsletters, reports, and slide programs; guiding neighborhoods through the overlay designation process; and helping neighborhoods develop design guidelines. The staff compiles technical information on the best practices, methods, and materials utilized by preservation professionals across the country, to share with property owners and contractors.\textsuperscript{37}

The case study on the Germantown Inn illustrates the important role MHZC plays in promoting economic development while preserving the historic character of the Germantown Historic District.

Memphis is investing in development and revitalization through a public-private partnership between local government and the private business community.

\textsuperscript{34} Ibid.
\textsuperscript{37} Ibid.
The Downtown Memphis Commission’s mission is to make Memphis a better place to “live, learn, visit and play” by increasing the number of people living, working and playing downtown as well as increasing commercial property values. One such program being used by historic hotels is the PILOT program (payment-in-lieu-of taxes) that freezes property tax value at the current value for a set number of years. For example, if a property value is assessed at $250,000 pre-rehabilitation it will be taxed at that rate instead of the new assessed value of $750,000 for a term of 15 years. It provides the property owner a financial benefit over the term of the PILOT grant. The local government benefits because it still gets property taxes, it encourages other businesses to invest thus acting as a “community symbol” and will provide higher property taxes after the PILOT grant expires. The final case study focuses on the rehabilitation and adaptive reuse of Arrive Memphis, a hotel in a historic property, in the South Main Arts District that received PILOT funding.

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Case Study: General Morgan Inn and Conference Center

General Morgan Inn and Conference Center
111 North Main Street
Greeneville, Tennessee 37743

Summary
The General Morgan Inn and Conference Center illustrates how a historic hotel can anchor the redevelopment of a small county seat as well as the power of forging strong public-private partnerships at the local, state and national level. This hotel project was inextricably linked with the launch of Tennessee Main Street Programs.

History
The General Morgan Inn and Conference Center, opened in 1996, combined two railroad hotels, the Hotel Brumley (original name was Grand Central Hotel) and the Mason House into a 52-room historic hotel and a new 1,000-seat conference center for the town. It was the “keystone” of the $11.5 million dollar Morgan Square Downtown Revitalization Program that encompassed a half city block and eleven
properties. The lead developer was Byrd & Cooper Architects. The hotel was renamed the General Morgan after General John Hunt Morgan, a Confederate General who was known as the “Thunderbolt of the Confederacy” and was killed in Greeneville on September 4, 1864.

Built in 1884 by Colonel John H. Doughty to accommodate traveling salesmen and other train passengers, the four-story brick Grand Central Hotel, located at 109 Main Street, was considered the “finest hotel” from Chattanooga to Roanoke. Like the other railroad hotels, it met trains with runners to help with luggage and had dedicated sample rooms for “drummers,” a common name for traveling salesmen. The Grand Central Hotel was connected to three adjacent railroad hotels on the second floor with a bridge across to Depot Alley. The registration desk was also on the second floor while local stores occupied the ground floor. In 1920, the new owner Nancy Brumley renamed the establishment the Brumley Hotel. Under her family’s management, for decades it was the “social and civic center of the community” in part


because of the popularity of its restaurant. But by late 1970s, the hotel had ceased operations. The downtown was in decline in large part because merchants re-oriented their businesses to frontage along U.S. Highway 11E. The restaurant closed its door in 1981 and the Brumley heirs sold the property to the bank.

Advertisement for Hotel Brumley

In 1974, the Grand Central Hotel was listed on the National Register of Historic Places as part of the Greeneville Historic District comprised of 135 acres and approximately 175 properties. The primarily commercial district, consisting generally of a block in each direction of Main Street, was bookended by residential neighborhoods. According to the nomination, while many early building had been destroyed, “there remain yet a large number of buildings important from either a historical or architectural standpoint.”

In 1984, Greeneville was selected as one of five towns in Tennessee to act as a proof of concept of the National Trust for Historic Preservation’s Main Street

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45 “General Morgan Inn Marks 20 years Since Renovation,” 3.

46 “Greeneville Historic District, Greeneville, Greene County, Tennessee,” 2.

47 Ibid.
Greeneville is the county seat of Greene County and was named after the Revolutionary War hero General Nathanael Greene. In addition to its architectural significance, Greeneville was considered one of the most important historic towns in East Tennessee. It was occupied at multiple times throughout the Civil War and was where General Morgan was killed in September 1864. Furthermore, it is where Andrew Johnson, 17th President of the United States, was buried and the location of the National Historic Site and National Cemetery interpreting his life and legacy.49

When Main Street Greeneville considered redeveloping the 100 block of Main Street, it was clear that the deteriorating Hotel Brumley, vacant since 1981, would be central to the plan.50 The hotel was “the largest structure in the district, highly visible, very beautiful and very blighted.”51 As such, in 1986, a group of concerned citizens formed Old Town Development to explore options. According to Gregg Jones, the Main Street Greeneville’s director who also served as the president of Old Town, “the group realized that, unless an appropriate way to reuse the former Hotel Brumley was found, downtown revitalization would never materialize, and the building itself would continue to decline.”52 The Green County Bank donated the hotel to the group in 1987


50 “GMI’s Grand Opening Was a Decade in the Making,” 11.

51 Jones, “Morgan Square, Greeneville, Tennessee.”

that it had purchased from Eva Brumley Kenney in 1981. Old Town Development purchased adjacent properties on Main and Depot Streets too.\textsuperscript{53}

In 1994, Morgan Square Downtown Revitalization Program superseded Old Town Development Corp.\textsuperscript{54} The new group was able to work with various national, state and local organizations to forge the strong public-private partnership necessary to garner support and financing for the $11.5 million project which included:\textsuperscript{55}

- $3 million in deferred Intermodal Surface Transportation Efficiency Act (ISTEA) grants
- $1.5 million in bonds from Town of Greeneville for conference center
- $1 million economic development grant from Tennessee Valley Authority (TVA)
- $3.5 million in low-interest loans from a consortium of 6 local banks
- $2.5 million in form of loans and grants from individual and businesses in the community

At its groundbreaking in August 1994, the project was expected to bring in 100 jobs and contribute annual tax revenue of $275,000.\textsuperscript{56} The cost of the project was also estimated at $10 million at that time.\textsuperscript{57} The project stimulated other renovation and restorations in the historic district including:\textsuperscript{58}

\textsuperscript{53} Ibid.

\textsuperscript{54} “Niswonger Buys General Morgan Inn,” \textit{The Greeneville Sun}, November 29, 2000 accessed January 31, 2018, 
\url{https://www.greenevillesun.com/news/niswonger-buys-general-morgan-inn/article_fc3530c6-8215-5c5e-808b-7e11ce016787.html}

\textsuperscript{55} “GMI’s Grand Opening Was a Decade in the Making,”12.

\textsuperscript{56} Groundbreaking Formally Marks Start of $10 million Morgan Square Project,” \textit{The Greeneville Sun General Morgan Inn Edition}, September 24, 2016, accessed April 15, 2018 

\textsuperscript{57} Ibid.

\textsuperscript{58} Jones, “Morgan Square, Greeneville, Tennessee.”
• “Deidra’s, a new Italian restaurant, is a big hit;
• Courtside Office Complex ... a 20,000-square-foot office/restaurant complex, renovating an old J.C. Penney building vacated years ago when Penney’s fled the downtown;
• Leighton House ... another 8,000-square foot office complex/renovation
• Adams and Plucker ... a beautiful restoration for CPA offices, also about 8,000 square feet;
• The 1815 Dickson-Williams Mansion ... the $1,000,000 restoration of what was once the finest home in Tennessee;
• The 1934 Capital Theater restoration ... the $750,000-$1,000,000 restoration of a fine old Main Street art deco theater for community drama groups and classic movies.”

Furthermore, the project aided Greene County’s industrial recruitment efforts in terms of existing industrial expansion and new industry recruitment. 59 This project exemplified successful public-private partnerships.60

In prepared remarks read at the opening ceremony, Tennessee Governor Don Sundquist stated, “Greeneville is honoring its history and its heritage while looking confidently at a bright, promising future full of economic opportunities.”61 The project was much more than just a hotel but a symbol of a town’s revival and by extension the success of Main Street programs. Peter Brink, vice-President of the National Trust for Historic Preservation, said that as a result of Morgan Square Sundquist made a


commitment to revitalize the Main Street program on state level and provide more funding.\textsuperscript{62}

Case Study: Germantown Inn

Germantown Inn
1218 6th Avenue North
Nashville, Tennessee 37208

The Germantown Inn in Nashville, Tennessee

Summary
The Germantown Inn illustrates the adaptive re-use of a residential property into a small, high-end inn in a National Register-listed historic district with a historic zoning overlay.

History
1218 North 6th Avenue is located in Germantown, a National Register-listed historic district (1979) in Nashville, that adopted a Historic Zoning Overlay in 2008 (amended in 2017).63 Historic zoning overlays are designated and administered locally

by Metropolitan Historic Zoning Commission, a body that does not regulate but rather focuses on architectural design. Some of the acknowledged advantages of historic zoning overlays include stabilizing property values, promoting of heritage tourism, nurturing a sense of community and contributing a sense of place. The National Register nomination for Germantown Historic District lists 1218 6th Avenue North as a building “contributing to the character of the district” and lists it as a “1660s, two-story brick townhouse.”

The Germantown Inn represents the adaptive reuse of a historic house into a small inn / bed and breakfast in a National Register-listed Historic District. This particular inn was selected because it demonstrates how sense of place is heightened by adherence to historic preservation zoning overlay guidelines as well as a focus on the original owners’ family history and the history of Germantown, the neighborhood in which it is located. Furthermore, the Inn successfully contrasts its historic attributes with modern amenities and a “touch of whimsy.” This strategy suggests that while the building is old management possesses a modern sensibility of luxury.


64 Ibid., 2.
65 Ibid., 6.
67 “Germantown Historic District, Nashville, Davidson County, Tennessee,” 1.
and light heartedness. At its opening in 2016, the Germantown Inn was described as “one of the first lodging operations in the thriving North Nashville neighborhood.”

With only six bedrooms, this property is small but high-end with rooms ranging in price from $249-389 per night. Interestingly the suites are named after U.S. presidents – the (James) Buchanan, the (Thomas) Jefferson, the (James) Madison, the (James) Monroe, the (Andrew) Jackson and the (James) Polk. Arguably, only Jackson and Polk have Tennessee connections albeit neither with the property nor the Germantown neighborhood. Distinctive portraits of the presidents add “whimsy” to the bedrooms and seem to blend the old with the new. For example, the Madison portrait shows him with a pinkish purple wig in front of modern landmarks including the AT&T Building known colloquially as the Batman Building in downtown Nashville, Weiss Liquors sign in East Nashville and Bar-B-Cutie drive thru sign a regional chain that originated in Nashville. The modern portrait is juxtaposed with the original wood floors and fireplace.

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The Inn plans to spend an additional $500,000 to build and furnish the Carriage House with four more bedrooms. These rooms will be named after famous American

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75 Ibid.
women – the (Abigail) Adams, the (Rosa L.) Parks, the (Susan B.) Anthony and the (Eleanor) Roosevelt. While there is a suffrage connection with Nashville, Tennessee (the state is known as the “perfect thirty-six” because it was the thirty-sixth state to radify the 19th Amendment to the U.S. Constitution), it was Carrie Chapman Catt national President of the National Woman Suffrage Association rather than Anthony who spearheaded the local campaign with Anne Dudley, President of the Tennessee chapter.

Trust Development, LLC and Phil Hyde, real estate agent, partnered to open the Germantown Inn.\textsuperscript{77} President and CEO of Trust Development, LLC is Jim Creason who is committed doing developments in historic North Nashville. Hyde said, “I saw a need to transform a centrally located, historic home into somewhere I would like to stay and visit – a district surrounded by architectural charm, locally owned shops and restaurants, and peace and quiet within walking distance of our growing and thriving city.”\textsuperscript{78} Trust development paid $755,000 for the 1,882 square foot house.\textsuperscript{79} The ownership structure was expected to be: 55% for the Trust, 20% for Hyde and 25% for preferred unit holders.\textsuperscript{80}

\textsuperscript{76} Liz Beck PR representative for the Germantown Inn, email to author May 30, 2018; and “Germantown Inn,” Bedandbreakfast.com.


\textsuperscript{78} Ward, “Six-room inn planned in Germantown.”

\textsuperscript{79} Ibid., and Baldock, “Staff Recommendations 1218 6th Avenue North,” 14.

\textsuperscript{80} Ward, “Six-room inn planned in Germantown.”
According to Jim Creason, the house was in “dire need of renovations.” Before purchasing the property, the group submitted an application to the Metropolitan Historic Zoning Commission (MHWC), an architectural review board that reviews plans for proposed projects within a Historic Overlay. The application was to “reconstruct and enclose a two-story side porch, construct a rear addition that is wider than the historic house, and install storm windows.” The new addition added 468 square feet for use as a parlor and connected to the house via the two story enclosed porch. The MHWC approved the application. The renovations and the new addition cost approximately $600,000. Approximately $200,000 was spent on furnishings, fixtures and equipment. Historic tax credits were not used.

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83 Ibid., 14 and 17.

84 Beck, email to author May 30, 2018; and “Germantown Inn,” Bedandbreakfast.com.

85 Ibid.
Framing the new two story enclosed porch and new addition, 2016. Source: Facebook.com

Completed porch, new addition and new patio, 2017. Source: Facebook.com


History of Germantown

According to the National Register Nomination, the district has been known by at least three names – North Nashville, Germantown and Butchertown. 88 James McGavock was originally granted the land for his service in the Revolutionary War; it was subdivided into plats in 1858 and incorporated into Nashville city limits in 1865. 89 Beginnings in the 1840s, German immigrants moved to the area and mixed successfully with their Irish, Italian, Swiss and Jewish neighbors in public schools and in certain churches. 90 The name Germantown took hold in the late 1870s with the second wave of immigration because the neighborhood was not only the hub for German immigrants in Tennessee but also where the prominent German families lived and set down roots establishing schools and churches as well as successful businesses in downtown Nashville, within walking distance. 91 The tightknit residential community experienced decline with the expansion of slaughtehouses and “unpopularity of German heritage” with the advent of World War I and well as a shift to new residential communities made possible by the streetcars. 92

88 “Germantown Historic District, Nashville, Davidson County, Tennessee,” 3.

89 Ibid.


91 “Germantown Historic District, Nashville, Davidson County, Tennessee,” 3; and “Germantown Historic Preservation Design Guidelines,” 7.

Wallman Family History

Herman Henry Wallman was born on October 10, 1828 in Germany and died on August 1, 1905 in Nashville.\(^{93}\) According to the 1900 Census, he immigrated in 1849.\(^{94}\) Mary Wallman, daughter of Herman H and German-born "Katherine Werner" (also listed as "Cathery Werning," "Francis Wirming," "Adelaide Working," "Adelaide Werning" in siblings’ death records), was born in 1856 in Seymour, Indiana and died in Nashville on June 10, 1942.\(^{95}\) Herman H’s son Henry Herman Wallman (sometimes incorrectly listed as Jr because both father and son used initials HH and were both shoemakers) was born in Indiana on March 24, 1860 and died in Nashville on November 28, 1933.\(^{96}\) John Henry Wallman, was born on August 22, 1862 in Indiana and died in Nashville on March 27, 1936.\(^{97}\) Catherine was born “about 1870” in Tennessee and died on October 29, 1935.\(^{98}\)

By the 1870 Census, Herman H, his wife listed as “Fannie” and their four children lived at 327 North High Street in Nashville.\(^{99}\) (High Street changed to 6th Avenue in 1905 as part of a citywide street naming project – Germantown streets are

\(^{93}\) Tennessee, Deaths and Burials Index, 1874-1955, Ancestry.com.


\(^{95}\) Tennessee, Deaths and Burials Index, 1874-1955, Ancestry.com.


\(^{97}\) Tennessee, Deaths and Burials Index, 1874-1955, Ancestry.com.

\(^{98}\) Ibid.

an extension of the downtown street grid). According to city directories, Herman H. lived with his brother Bernard H. Wallman - a “dealer in groceries and queensware merchant” - and this other brother John H. Wallman who was a fire captain.

Bernard H. granted the North High properties to his brother Herman H. on May 9, 1876. In January 1879, John H. became trustee of the entire stock of Bernard H.’s store to the benefit of his creditors - both Herman H. and John H. were creditors - according to an article in the *Daily American*.

City directories indicate that the Wallman clan (Herman H., Bernard H. and John H. all lived together with their families) moved to 1218 North High in 1887 or 1888 and lived together until at least 1889. At Herman H’s death in 1905, his eldest child Mary was grant ownership of 1218 North High. Herman H’s heirs are listed at the address in the 1909 directory.

Obituary for Herman H from *The Nashville American*, August 2, 1905.

“Mr. Wallman was a veteran boot and shoemaker, and had a large patronage among the best class of people. Many orders came to him from distant places, so expert was he, and he had accumulated quite a comfortable property. His


102 Davidson County, Roll 33, Deed Books, Vol 55, 1876, 381.


shop was in the Maxwell House, on the Church street side. He moved into the building when it was built, and has continued there since that time. He was an excellent citizen and a scrupulously honest, conscientious man, highly esteemed by all who knew him. His funeral will take place from his late residence, 1218 Sixth Avenue, North, Thursday morning at 9:15 o’clock, with requiem high mass at Church of the Assumption at 9:30 o’clock. The body will temporarily be placed in a vault at Mt. Calvary.”

Recommendation

Rather than highlighting presidential history it would arguably make more sense for the inn to make use of its own history – that of the family and neighborhood rather than national leaders who have no link to the property. Sense of place is strengthened by good storytelling and authenticity, attributes that the Wallman family history provides.105

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105 Cannon, “An Exploration of Tennessee’s Historic Hotels as Cultural Heritage Assets.”
Case Study Arrive Memphis

Arrive Memphis
477 South Main Street & 484 South Front Street
Memphis, Tennessee 38103

Summary

Arrive Memphis illustrates how PILOT funding can be used by a local public-private partnership to try to promote 24-7 activity and overall economic development within a historic district. The hotel and restaurants are expected to employ 150
people. The hotel is slated to open in Summer 2019. The case also highlights the difference between a historic hotel and a hotel located in a historic property. For a full list of historic hotel projects funded by the DMC see Appendix C.

History

The five-story, 49,000-square-foot Main Street building, constructed in 1913, was built as a warehouse for Lewis Supply Company, a manufacturer and distributor of industrial supplies. The MDC targeted the property as a good one to revitalize the neighborhood. In 2010, MDC provided $450,000 in incentives including a façade grant to the Memphis College of Art to renovate the building into the Nesin College of Art Graduate School. The college spent a total of $2.6 million to renovate the building. The school was expected to bring 100-full and part-time students and “breathe life into a district that has lost ground during the economic downturn.” The school had classrooms, studios, galleries and retail space. Unfortunately, in 2015, Memphis College of Art decided to relocate the graduate school closer to its main


110 Risher, “Memphis College of Art with Move Grad school to South Main Arts District.”
campus at Overton Park. The MDC agreed to waive the clawback clause of $200,000 relating to the façade grant if the college moved within 15 years to allow the sale to go through to Wessman Development LLC, a hotel developer. The purchase price for the property was $2.5 million. Then two months later in December 2015, Wessman purchased 484 South Front Street, a one-story former warehouse with 22,510 square feet, built in 1947. The two properties are adjacent but separated by railroad tracks.

In February 2017, MDC approved Wessman’s plans and the $14.2 million in PILOT financing for a 15-year period. During the PILOT term, annual taxes would equal $161,757, a 33% increase over what was currently being paid. Chris Pardo and Steve Turley of Chris Pardo Design: Elemental Architecture were listed as the architects on the Arrive Memphis project.

The DMC staff said, "In late 2015, the CCRFC determined that Downtown

111 Whitifield, “What’s the Future of 477 South Main Street.”
112 Risher, “Hotel Planned for College of Art site on South Main.”
114 Perry, “Extensive Details Revealed for Major South Main Project, Including Hotel Brand.”
116 Ibid.
117 Elle Perry, “Extensive Details Revealed for Major South Main Project, Including Hotel Brand.”
PILOTs should typically be reserved for full-service hotels that will support the Convention Center and help grow the overall convention market in Memphis. However, while this project does not fall into the category of full-service hotel, it strongly aligns with the DMC’s strategic objectives of bringing vacant historic buildings back into productive use and increasing vibrancy and animation along targeted commercial corridors.”

Building renovations approved by Memphis Landmarks Commission (MLC) and include replacing old windows, adding new awnings, repairing damaged bricks and repairing sidewalks. “The proposed exterior modifications are consistent with Downtown Memphis Design Guidelines and DMC priorities of adaptive reuse of historic buildings, high-quality design, activated ground floors and around the clock vibrancy.”

The subject property sits at a key location in the heart of the South Main District and will effectively revitalize an entire block stretching from South Main Street to South Front Street with two restaurants/bars. The proposed renovations and site enhancements improve the condition of both historic properties while introducing contemporary design through doors, awnings, and additional finishes. The later addition of public art and architectural lighting will additionally promote walkability, safety, and artistic expression.

Less than a month later the project was thrown into question when John Wessman, principal of Wessman Development LLC, was charged with funneling

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118 Ibid.

119 “Design Review Board (DRB) Staff Report.”

120 Ibid.
$375,000 in bribes to the mayor Palm Springs, California in order to “buy his influence.” More than a year later, Chris Pardo and Arrive Hotels resubmitted the application to MDC and received the same PILOT deal. The project is estimated to be complete by Summer 2019.

The Arrive Memphis project is adaptive re-use and renovation of two industrial warehouses into a 62-room hotel with two restaurants and a live-music venue. The bedrooms, one of the restaurants and live music venue will be located in 477 South Main Street. The second restaurant and indoor parking will be in 484 Front Street. While adjacent on East Butler Avenue, the properties are separated by a railroad line (see Google Map). The developer proposes better connecting the two adjacent parcels


through sidewalk repair, landscaping and public art. "The developer looks to work with the railroad to add additional pedestrian-focused lighting and a public art mural beneath the railroad trestle along Butler Avenue between Main Street and Front Street." “ARRIVE Memphis will mark the renovation and re-envisioning of a 1916 warehouse in the South Main Street Arts District.”

Arrive Hotels is a millennial-driven brand that is evolving the hotel experience to meet the youngest generation. The 48,000-square-foot Memphis location will be the nation’s fourth Arrive hotel, with others in Los Angeles and Palm Springs, California, and Austin, Texas.

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128 Waddell, “New Developer Steps in to Revive Boutique Hotel.”

129Google Maps, accessed May 21, 2018, https://www.google.com/maps/@35.1337599,-90.050896,1728m/data=!3m1!1e3
Hotel Located in a Historic Property

Arrive Memphis is a hotel located in a historic building rather than a classic historic hotel. Arrive Hotel Memphis only mentions its history in passing namely the names of the companies that built the warehouses and when they were built. The focus instead is on the buildings’ adaptive re-use and renovation. The decoration within the buildings will be inspired by “industrial” chic. Arguably the hotel could have been built in any city and in any time period given that “industrial” is how it is interpreted.

Yet viewing the hotel myopically through the lens of history ignores how it is geared to the present context of the South Main Arts District it is. This is reflected in the use of art to pull the two buildings together and the choice to make the second building a restaurant rather than commercial office space. It is also reflected in the

130 Google Maps, accessed May 21, 2018, https://www.google.com/maps/@35.1345193,-90.0605467,3a,75y,208.88h,93.06t/data=!3m6!1e1!3m4!1sygiEfak3twahGvaazCSx7Q!2e0!7i13312!8i6686.

131 “Arrive Memphis,” Arrive Hotels & Restaurants.
target market for the hotel – millennials – and developing a hotel property in line with the company’s mission of creating “hotels and restaurants for the neighborhood.”

## Appendix A

Accredited Tennessee Main Street Communities

<table>
<thead>
<tr>
<th>Athens</th>
<th>Gallatin</th>
<th>Paris</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolivar</td>
<td>Greeneville</td>
<td>Pulaski</td>
</tr>
<tr>
<td>Bristol</td>
<td>Jackson</td>
<td>Ripley</td>
</tr>
<tr>
<td>Brownsville</td>
<td>Jonesborough</td>
<td>Rogersville</td>
</tr>
<tr>
<td>Cleveland</td>
<td>Kingsport</td>
<td>Savannah</td>
</tr>
<tr>
<td>Collierville</td>
<td>Lawrenceburg</td>
<td>Sevierville</td>
</tr>
<tr>
<td>Columbia</td>
<td>Lebanon</td>
<td>Sweetwater</td>
</tr>
<tr>
<td>Cookeville</td>
<td>Maryville</td>
<td>Tiptonville</td>
</tr>
<tr>
<td>Dayton</td>
<td>McKenzie</td>
<td>Union City</td>
</tr>
<tr>
<td>Dyersburg</td>
<td>McMinnville</td>
<td>Winchester</td>
</tr>
<tr>
<td>Fayetteville</td>
<td>Morristown</td>
<td></td>
</tr>
<tr>
<td>Franklin</td>
<td>Murfreesboro</td>
<td></td>
</tr>
</tbody>
</table>

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133 “Tennessee Main Street,” Department Economic & Community Development.
Appendix B

What is the Memphis Downtown Property PILOT Program?

“The Downtown PILOT (Payment-in-lieu-of-tax) Program is a financial incentive designed to encourage commercial real estate development in and around the Central Business Improvement District (CBID) by holding property taxes at the predevelopment level for a set amount of time. To be eligible for a PILOT, the value of the building renovations, site improvements, or new construction must be equal to or greater than sixty percent (60%) of the total project cost.

The Center City Revenue and Finance Corporation (CCRFC), an affiliate board of the Downtown Memphis Commission and an Industrial Development Board, is the entity authorized to grant Downtown PILOTs.

How is the Downtown PILOT different from other programs?

A property owner never pays less tax as a result of receiving a Downtown Property PILOT. The local property taxes are held at the predevelopment level for a set period of time but never reduced lower than what is currently being charged.

At the end of the PILOT lease, the property returns to the tax rolls at the improved value, dramatically increasing the taxes due the City and County. In addition, the City and County benefit from the increased values related to properties surrounding a PILOT project, which could not have occurred without the PILOT generated improvements.

The Downtown Property PILOT program is specifically designed to encourage high-quality, catalytic development projects. This incentive does not cover issues such as job creation or job retention. The sole purpose of this program is to spur development Downtown as a way to improve the overall economy of Memphis and Shelby County.

Also, Downtown Property PILOTs are reserved for projects that would otherwise not happen. The applicant must demonstrate that the development project would not be financially feasible without a PILOT. The most critical qualifying criteria is the “but for” test. That is, but for the tax incentive provided by the PILOT, the project to improve the property would not be financially viable.”

Appendix C

Completed PILOTS Project – Historic Hostelries

<table>
<thead>
<tr>
<th>Name of Property</th>
<th>Property type</th>
<th>District</th>
<th>PILOT amount</th>
<th>Year PILOT closed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chisca on Main</td>
<td>Former hotel into apartments.</td>
<td>South Central Business Improvement District</td>
<td>$32,000,000</td>
<td>2014</td>
</tr>
<tr>
<td>James Lee House Bed &amp; Breakfast</td>
<td>Former residence into B&amp;B.</td>
<td>Medical District</td>
<td>$2,225,000</td>
<td>2013</td>
</tr>
<tr>
<td>Hunt-Phelan Inn</td>
<td>Former residence into B&amp;B. Now an event space.</td>
<td>Medical District</td>
<td>$4,000,000</td>
<td>2004</td>
</tr>
<tr>
<td>Madison Hotel</td>
<td>Former bank into a hotel.</td>
<td>Core</td>
<td>$8,500,000</td>
<td>2000</td>
</tr>
<tr>
<td>Hotel Grand</td>
<td>Former residential/retail into hotel. Now residential/retail.</td>
<td>South Central Business Improvement District</td>
<td>$258,000</td>
<td>1996</td>
</tr>
<tr>
<td>Gayoso House</td>
<td>Hotel into apartments.</td>
<td>Core</td>
<td>Amount not provided</td>
<td>1993</td>
</tr>
</tbody>
</table>

Source: Downtown Memphis Commission as of May 2, 2017.\(^{135}\)

Appendix D

Big Picture Things to Keep in Mind

What are the next steps associated with learning more about a vacant or non-performing historic hotel in your community?

- Determine ownership of the building and property
- Is the property listed on the National Register?
- Identify immediate threats
- Seek professional help
- Plan your project
- Build community support
- Determine how a hotel fits into community’s growth strategy

What types of properties are well suited to rehab into a hotel?

- Private homes
- Train stations and depots
- Industrial warehouses

What are some alternate uses for vacant or non-performing historic hotels in your community?

- Condos
- Low income housing
- University dormitory
- Commercial office space / retail
- Special event space
- Corporate meeting space
- Museum
Appendix E

Useful Hints to Get You Started

- Go to the local library, Tennessee State Library and Archives (TSLA) and County archives to learn more about the history of the hotel and the important role it played in the community. Historic hotels often functioned as the business and social centers of smaller cities and towns.
  - *National Register review* – is the property individually listed on the National Register or within a historic district? Nomination forms contain a wealth of information from statements of significance to architectural details to photographs.
  - *Historic newspaper searches* – to learn more about the events that were hosted at the hotel, visitors who stayed there and other salient details
  - *Historic photographs and postcards* – provide connection with the past and bring it to life like few things.
  - *Oral histories* search - are there oral histories available concerning the hotel or events held at it? Consider asking community members for their recollections and if they have any material culture pertaining to the hotel from menus to room keys to china.
  - *Ancestry.com* - to learn more about the property owners and hotel employees. Free access to Ancestry.com is available at TSLA.
  - *Sanborn Insurance Maps* – learn more about the historic context of the property (what other businesses were in close proximity? What transportation systems were in close proximity?) and how the landscape changed over time. Sanborn maps can be found at libraries or online at the Library of Congress (http://www.loc.gov/rr/geogmap/sanborn/states.php?stateID=49&Submit=SEARCH)
  - *Register of Deeds* – learn who owned the property over the years. How much did they pay for it? How many times did the property change hands?

- Check to see if Tennessee offers state historic tax credits. To date, thirty-five states offer state historic tax credits. Tennessee is not currently one of them. https://www.tn.gov/environment/about-tdec/tennessee-historical-commission/redirect---tennessee-historical-commission/redirect---federal-programs-for-the-tennessee-historical-commission/investment-tax-credit-program.html

- Investigate the availability of Federal historic tax credits per Public Law No. 115-97 of the Internal Revenue Code (IRS) amended December 22, 2017. Qualifying certified historic structures are eligible for 20% Investment Tax Credit. It is a three-step process: 1) the projects must be reviewed by State Historic Preservation and Technical Preservation Services of the National Park
Service to determine the “significance and appearance of the building” and scope of the project plan; 2) the project is reviewed by THC at different stages within of the project including at completion; 3) tax credits can be submitted to the IRS at the completion of a satisfactory project. To learn more, please see the Technical Preservation Service’s website https://www.nps.gov/tps/index.htm, “The Secretary of the Interiors Standards for the Treatment of Historic Properties” (2017) https://www.nps.gov/tps/standards/treatment-guidelines-2017.pdf, and tax incentive application https://www.nps.gov/tps/tax-incentives/application.htm.

- Initial point of contact for property owners should be State Historic Preservation Office for Tennessee, the Tennessee Historical Commission (THC). THC can help determine if a property is eligible for Federal tax credits, provide guidance before the projects starts as well as provide insight into the application requirements and guidelines. More information is available at (615) 532-1550 or https://www.tn.gov/environment/about-tdec/tennessee-historical-commission.html. The Technical Preservation Service administers the tax incentive programs for the National Park Service. More information is available at (202) 513-7270 or www.nps.gov/tps.

- Investigate whether there are local or county funding sources available. The local Main Street organization or Chamber of Commerce may have suggestions. For example, there are façade grants available for Main Street communities with active design boards through the Tennessee Department of Economic and Community Development (https://www.tn.gov/ecd/rural-development/tennessee-main-street/facade-improvement-program.html) and some communities like Downtown Memphis offer PILOT program (payment-in-lieu-of taxes) - http://www.downtownmemphiscommission.com/sites/526/uploaded/files/pilotappp_11302015.pdf.