



Branding, Development & Marketing Action Plan

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Introduction & Scope of Work

Introduction and Scope of Work

Jonesborough, Tennessee, nestled between the Great Smokey and Blue Ridge Mountains, is the oldest town in the state. It has remained a small town throughout its history, never experiencing dramatic population fluctuations while maintaining its status as the county seat.

More than 19 million people live within a four-hour drive of Jonesborough, making it an excellent destination for weekend and multi-day visits without excessive transportation costs. However, like many other American city centers, the original retail core of independent stores began closing and moving away from the downtown area in the 1960s.

At that point Jonesborough made a fortuitous decision. Instead of jumping on the Urban Renewal bandwagon, they chose to preserve their historic architecture. This far-sighted decision and the town's ongoing commitment to its architectural and cultural heritage has provided Jonesborough with a charming, historic downtown to serve as a setting for its branding and tourism development efforts.

Today Jonesborough is a charming town with a rich history and great potential for a branding effort that will breathe new life into the downtown, creating a place that is enticing for local residents as well as visitors. To this end, Jonesborough has retained Destination Development International (DDI) to create a Branding, Development and Marketing Action Plan to help reach their goals. This plan provides specific steps and action items to bring new vitality to the downtown core, stop the leakage of spending by residents who travel to Johnson City or elsewhere to

shop and attract the tourism dollars being spent by those living in the broader region.

Branding is the process of setting the city apart from every other region, county and community. The city's brand is far more than a logo and slogan; it is the perception in people's minds about what that city represents and what kind of experience they will have when visiting. A brand is a promise. Logos and slogans are simply the marketing message to get the word out about what the city's promise is.

Branding a community can be broken down into three steps:

First, determining what sets the city apart from the competition. What does Jonesborough have to offer? What are its greatest lures? What does it have that can be the foundation for building a strong brand? What is the most feasible brand idea?

Second, determining what product development projects should be undertaken to bring the brand to life. The brand should be pervasive throughout the city, so what attractions, activities, amenities and visitor services should be developed in Jonesborough that will reinforce the brand?

Third, developing the marketing plan that will identify and reach Jonesborough's target markets and tell the world about the brand.

The Town of Jonesborough also contracted with Ralph Applebaum Associates to develop an Interpretive Master Plan for the community. Where appropriate, these broad ideas, along with

suggestions from the community at large, have been incorporated into this Action Plan.

Prior to being selected for development of the Branding Plan, Roger Brooks of Destination Development, Inc. gave a tourism presentation in Jonesborough. During his visit to the community, he was introduced to the history of the town and the storytelling heritage there.

In order to achieve the objectives of developing the Plan, Destination Development performed the following scope of work:

Research and Review of Previous Plans and Studies

DDI conducted demographic research and reviewed existing visitor research of the area, and reviewed reports and studies that have previously been prepared for the city. A summary of the studies reviewed is in the Supporting Documentation.

On-site Visits to Jonesborough and Stakeholder Interviews

DDI staff members made several visits to Jonesborough to assess the town, looking at its strengths and weaknesses, looking at wayfinding, traffic, attractions and amenities, retail shops and dining options, signage, the Storytelling Center, beautification, ease of getting around, lodging options, etc. Two members of DDI staff attended the Storytelling Festival in October of 2007, and experienced first-hand the appeal and vitality of that event. DDI attended a number of meetings

with various local organizations, plus with Ralph Applebaum Associates, and participated in approximately twenty individual meetings with stakeholders. In addition, DDI received letters and emails from members of the community providing their input.

Brand Identification

The on-site visits, meetings, research, reviews, community input, evaluations, and brainstorming culminated in the identification of Jonesborough's most feasible brand. DDI inventoried the downtown's attractions, activities, amenities, and looked for the various brand development options to see if they could classify Jonesborough as the "best" in a category or as "different" – making Jonesborough worth a special trip.

DDI looked for existing resources that would create the most economical pathway to developing a "product" that could become THE brand for Jonesborough. Which assets have the potential to deliver the greatest return on investment? Every branding effort requires product development, so we looked for brand ideas that would leverage current assets. We also looked at each idea in light of tourism trends – what asset in Jonesborough has the greatest appeal to the widest audience? What will people travel to experience? Since people are looking for "experiences," a brand needs to be "experiential" to attract visitors. Each promising brand concept – each suggestion received from members of the community

– was measured against our brand feasibility test.

Product Development Recommendations

Brands are successful when visitors and residents experience the brand promise throughout the community, and take away the perception that the city is all they expected it would be. Those experiences depend on what "product" visitors and residents find: What niche shopping? What dining options? What does the city look like? What is the ambiance? Is there plenty to do?

The "product" must deliver the brand's promise. DDI inventoried Jonesborough's existing assets, and looked into how they could be further developed to help deliver the brand promise. Research into additional product ideas was done and those ideas refined, including more general product development recommendations not directly associated with the brand, but that will contribute to the ambiance and amenities that make a town attractive, pleasant, and desirable to visit and spend time in.

Marketing Recommendations

Jonesborough's unique brand requires some unique marketing efforts. DDI researched the best methods to reach target audiences, and incorporated those recommendations into the Plan.

This plan is more than a strategic plan. It is a comprehensive to-do list filled with specifics about how to get things done. It covers branding – what



Strengths, Weaknesses, Opportunities and Threats

Jonesborough wants to be known for; development – what needs to be done so Jonesborough “owns” the brand; and marketing – how to tell the world. All this is in an action plan format – a to do list. Each recommendation includes:

- A description of the recommendation
- Who will be charged with implementation
- Approximate cost and funding ideas

Based on our visits to Jonesborough and our research and interviews, we have identified Jonesborough's strengths, weaknesses, opportunities and threats for developing a strong brand throughout the community as well as building on the already charming downtown.

Strengths

- Jonesborough is home to the most vibrant, growing storytelling communities in the world.
- The International Storytelling Center is a beautiful facility with a dedicated staff.
- Jonesborough has a wealth of local history.
- Many well-preserved historical buildings, both in the downtown and throughout the community, creating a terrific ambiance that can be built upon. These are part of the “stage” on which a brand can be developed.
- Desire by local residents and much of the business community to develop a plan for tourism development and marketing to increase visitor spending.

- Low crime rate.
- The Heritage Alliance is an active participant in maintaining the historic architecture downtown and throughout the residential area.
- The local Storytellers Guild is very active and can be used to support the brand.
- About 10,000 people attend the annual Storytelling Festival, and most of these visitors stay overnight somewhere in the area.
- The International Storytelling Festival is a renowned, well-attended event.
- Music on the Square is a popular event for residents.
- Sign regulations have been implemented for the historic district.
- There are several B&Bs located in historic homes, although most are only open seasonally.
- A few downtown businesses and restaurants are open on Sundays, at least seasonally, which is a great start.

Weaknesses

- Downtown visitor services are lacking; for example, there is no ATM available downtown.
- Public restrooms are in poor shape and many business owners will not allow visitors to use their restrooms because their plumbing systems are old and cannot withstand frequent use.
- The creek bank is disintegrating.
- Parking violations are not consistently enforced.

- Jonesborough's economy lacks a large commercial or industrial base; hence, tax revenues are low.
- Most visitors to Jonesborough come only for the day.
- Many restaurants and shops downtown are not open in the evening or on Sundays.
- Although there is some rental housing in the upper floors of downtown buildings, there is high turnover and residents park on the streets.
- Parking for motor coaches and RVs is limited.
- Air transportation is 60 miles away in Asheville, NC or 90 miles away in Knoxville, TN. Tri-Cities Airport is only 20 miles away but it is a small regional airport with expensive fares. Jonesborough is also at least 8 miles from an interstate highway.
- The International Storytelling Center is underutilized and in need of repair.
- There are few restaurants in the downtown core; fewer still are open for dinner.
- Main Street is TN Highway 61, and the volume of traffic is not conducive to a pedestrian friendly downtown.

Opportunities

- Downtown Jonesborough is well positioned to become an interesting, vibrant hub of activity for the community as well as visitors, if the right mix of tenants, activities and improvements are implemented.
- The Storytelling Center has incredible potential for

expanded programs.

- The Storytelling Center facilities are currently underutilized; there is opportunity for making greater use of them.

Threats

- Some downtown property owners are reluctant to temporarily reduce rents to get small businesses started.
- Main Street is used as a bypass route off Highway 11E by both commuter and commercial traffic.
- The majority of overnight visitors to the area stay in Johnson City, primarily because there are things to do in the evening in that town.





Executive Summary

Executive Summary

The purpose of this plan is to provide the Town of Jonesborough, Tennessee, a guide for brand development and marketing, with the ultimate goal being to increase visitation, spur economic development, and enhance business success. Jonesborough desires a conceptual brand that not only reflects its character, but also communicates those attributes that will attract more tourists and businesses.

A brand is much more than a logo or slogan; a destination's brand is the image and feeling that it portrays. It is a perception in people's minds; the promise of an experience. When that promise means a fun, exceptional experience in an attractive and unique setting, the destination becomes worth a special trip.

The key word in any branding effort designed to attract more visitors and economic development opportunities is "experience." People want activities, and they will travel a distance to experience unique activities that appeal to them. Creating experiences that will attract visitors from a distance and generate repeat visits requires developing the right "product."

Every branding effort requires product development. The challenge is to identify the brand-niche with the best chance of success with the least amount of investment and the fastest return. In many cases, the answer to this challenge lies in leveraging something that is already working in the community to capture and "own" a new brand identity – one not already being used by another community tapping into the

same markets. In other cases, something entirely new needs to be developed as the brand.

Jonesborough is the oldest town in Tennessee, and its wealth of history tells the story of our emerging nation. As one of the first Tennessee districts to be included on the National Register of Historic Places, Jonesborough's historic district has been lovingly restored, and is home to a vibrant community. The Heritage Alliance has worked diligently to preserve the history visible throughout town, and to present this heritage in exhibits in the Jonesborough-Washington County History Museum.

In 1973, the first National Storytelling Festival was held in Jonesborough with tales told from a hay wagon. From this grassroots effort, the annual Festival now attracts 10,000 visitors each year to celebrate stories told from around the world with tellers in numerous venues throughout town. In addition, the International Storytelling Center's five-month Teller-in-Residence Program offers story performances from June to October. The Center's prominent facility is a focal point in downtown Jonesborough, and provides a year-round presence of Jonesborough's storytelling theme.

Jonesborough is uniquely gifted to already have two such powerful motifs: The oldest town in Tennessee, with its rich heritage; and the incredible storytelling festival and center. If we asked Knoxville or Asheville residents about their impressions of Jonesborough, they might identify it as the oldest town in Tennessee, but many would most likely identify it as the home of

the Storytelling Festival. They might not know much about storytelling, but the concept and place would be connected in their minds. But they still might be hard-pressed to find a reason to visit Jonesborough outside of the storytelling festival.

The goal of the branding effort is to create an image of Jonesborough in the minds of potential visitors that is strong enough to give them a reason to visit, again and again. That image must be fulfilled once the visitor arrives – Jonesborough must deliver the "brand promise." The experience of visitors must meet or exceed their expectations. Brands are based on "product" – the experience – not on marketing slogans, logos, ads, and tag lines.

In developing a community brand, there must be an "attractor" – a lure. This is what initially brings visitors to the town. "Diversions" are secondary programs, events, or amenities that the visitor will enjoy while there, but in themselves would not compel a visitor to travel there. They are things we can find to do closer to home, but while in the destination, we'll also do them there.

The number one diversionary activity in the world is shopping, dining and entertainment in a pedestrian-friendly setting. Other diversionary activities include visiting museums, performing arts, visiting historical sites, enjoying the scenery.

After visiting Jonesborough several times, attending the International Storytelling Festival, the Jonesborough/Washington County History Museum, shopping and dining throughout town, and

speaking one-on-one with many stakeholders in the community, we looked carefully at brand ideas and options based upon the resources, amenities, and attractions that Jonesborough already has that can be built upon. We considered the community's character, the desire of residents to maintain the authentic historical feel of downtown, and we considered the essential criteria by which successful brands are created.

Community brands that are successful in attracting visitors and economic development have these features in common:

- They provide an activity that the primary and secondary markets can't find closer to home.
- If the activity isn't different from what the markets can find closer to home, it must be the best. For example, people will travel further to hike the Appalachian Trail. Why? Because it's a better experience. It's longer trail, offers diversity, and is perceived as a life accomplishment for many. But a destination must be perceived as "the best" by others – it needs those third-party endorsements. It doesn't work to just claim to be the best.
- The lure must be interactive with the visitor, and not a "been there, done that" attraction. This is frequently a challenge with most museums. Most museums are not the primary reason someone visits. Even with the Smithsonian, 85% of the visitors to the museum campus have come to Washington, DC, for a different reason. But while they are in town, they consider a visit to the museum a must.

- The community must deliver on the promise, meeting or exceeding visitors' expectations. A brand should never be "rolled out." It must be earned, and that can take time, depending on what needs to be developed to make the brand come to life.
- The brand must be pervasive throughout town. Visitors should be able to experience the theme when they arrive – it needs to be front and center.
- There must be ample diversionary activities available for visitors to enjoy when they've finished with the primary attraction. Visitors are active twelve to fourteen hours a day, and usually spend only a fraction of that time with the primary attraction. After that, they want other things to do – not just to sit in their hotel room. That is why it's so important for communities striving for more visitors and economic development to offer museums, walking trails, and an assortment of shops and restaurants and other activities.

A number of different community brand ideas were suggested by residents and stakeholders in the development of this plan. As we reviewed the ideas, we considered the important criteria that make brands successful, the primary markets, and the feasibility of each.

History was a dominant theme in the suggestions. As the oldest town in Tennessee, Jonesborough occupies a unique position. Jonesborough has a rich history in the development of our nation, and its downtown has beautiful historic architecture which is well preserved. Those are impressive attributes. Would local history

and a historic downtown be a good foundation for attracting more visitors?

Local history, with some exceptions, is rarely a primary lure to a small town. For people whose ancestry is from there, the history has greater appeal; but, while Jonesborough's history is special and unique to residents, there are many other towns in the eastern United States that also have rich histories as well as beautiful historic downtowns. Another challenge with history is that it's difficult for it to be interactive with visitors, consistently changing activities and appeal. If it's a "been there; done that" activity, visitors probably won't return.

Local history, however, provides a wonderful diversionary activity. Bringing local history to life, especially such a rich history as can be found in Jonesborough, can be a very important part of the visitor experience. Jonesborough's stories enhance its appeal.

Another branding suggestion was to focus on a genealogy theme for Jonesborough. Genealogy is one of the fastest growing hobbies in the U.S., but when people travel for genealogy, they are drawn to an area for their own roots, not the history of the town. Developing genealogy as a primary brand for the town would require much time, money, and effort, and it would be a long while before Jonesborough could compete with existing centers of genealogy research. While genealogy is a niche that will attract some visitors, it should not be a primary emphasis.

Jonesborough is the oldest town in Tennessee, and another suggestion was to use that status as the branding focus. Consideration was given as to how that could be interpreted throughout the town to make it be an interactive brand for visitors. Visitors are looking for activities, and successful brands revolve around providing activities. The status of being the oldest town in a state is not, in itself, a reason many visitors will travel to a town. It would still be necessary to provide more reasons for people to visit.

Jonesborough has a solid reputation as a center for storytelling performances, education, and preservation. The three-day annual National Storytelling Festival attracts 10,000 visitors to listen to storytellers from all over the world. The experience of listening to the tellers is emotional and satisfying – and each teller has a different story and a different style. The interactive experience is ever-changing and creates an attraction that draws visitors year after year. In addition, the storytelling experience inspires people to learn more – the value of being able to tell insightful and entertaining stories becomes obvious. As this desire to learn more grows, the demand for storytelling education and additional storytelling experiences also grows.

The International Storytelling Center in the heart of Jonesborough, with its facility, existing Teller-in-Residence program, and the Festival, provides a solid foundation for the development of a unique brand for the town. Combining the storytelling brand with Jonesborough's history is a natural fit – it provides the opportunity to enhance the storytelling brand while letting the world know Jonesborough's own story.

We recommend that Jonesborough adopt the brand "The Storytelling Capital of the World." We tested this brand against specific criteria that needs to be met for a successful brand, and determined that it has a great opportunity for success.

Narrow focus: Good brands always begin with a narrow focus. Trying to be all things to all people doesn't lead to success. Creating a niche that is unique within the marketplace is a winning formula. This doesn't mean other assets that bring visitors to Jonesborough should be discounted or ignored. The more one has to offer, the better the destination. It does mean, however, that the brand becomes the single theme Jonesborough is known for, particularly to more distant markets.

Extensions: Strong brands begin with a narrow focus, but have the potential to expand with features that increase the attractions and keep customers spending. For example, an initial focus on the storytelling experience of the Festival can expand to programs to teach storytelling. It can expand to guided walking tours where the guide dramatizes stories about the different sites along the route.

Other brand extensions can include additional, and related retail shopping. This can include bookstores, tearooms, live theater, writing contests, home décor shops, and more. This would require additional restaurants, shops, and provide additional opportunities for entrepreneurs.

Wide appeal: While the focus is narrow, the brand still must have wide enough appeal and economic

stability. Storytelling festivals and events can attract a wide audience, even from outside the immediate market area, and educational opportunities can attract visitors from across the country. Learning how to tell stories has universal applications, from educators to students, from business managers to religious leaders.

Uniqueness: Our research of the market shows that, while there are other storytelling centers in the nation, as well as other storytelling festivals, there are no other centers like the one in Jonesborough, and Jonesborough is the original site of resurgence of the art.

The Vision

The oldest town in Tennessee, Jonesborough is the international home of storytelling. When visitors round the corner and first enter downtown, they are charmed by the lovely village that transports them to a bygone era. Jonesborough will become known as the authentic historic town that offers a wealth of story experiences. With the International Storytelling Center at its heart, Jonesborough carries on the storytelling tradition with festivals, events, education, and fun all year long, celebrating stories from around the world and from its own rich history. The town provides a delightful historical backdrop for the lively entertainment and rich drama of every culture's story, bringing life's emotions, passions, mysteries, comedies, and enduring fables to life. Professionals, educators, students, and ordinary people come to Jonesborough to be inspired to tell their stories, listen to the stories of others, and have a positive impact

on the world around them through storytelling. Visitors can enjoy late night ghost story walks through Jonesborough's historic center, or record their own stories for a radio broadcast. Jonesborough's own historic tales are told on artistic displays throughout town, and the museum provides hours of entertaining education. A horse and carriage ride is especially fun while listening to the stories told by the drivers. Diners nibble goodies while listening to a tale being told in the tearoom. Busy people scurry in and out of shops. During the Festival, excitement is in the air, the streets are filled with laughing people, and the tents are full of eager listeners. Strolling through the lovely walkways and gardens in the heart of town, or visiting the local artisan shops, visitors can forget the world they came from, and immerse themselves in each story they hear. Jonesborough – the Storytelling Capital of the world.

There are several key components to making the brand a success:

Primary lure: The storytelling experience provided by the International Storytelling Center.

Primary diversions: Dining, theater, shopping, events, museums, walking trails and tours.

The icon: The International Storytelling Center's tower and fountain in the plaza.

Ambiance: Authentic historic downtown buildings and history, charmingly decorated downtown streets and sidewalks, flowers, landscaping.

Amenities: Public restrooms, parking, wayfinding signs, information kiosks.

The recommendations in the Branding and Marketing Plan are designed to make the brand "The Storytelling Capital of the World" come alive in Jonesborough. For the brand to be a success, the promise it makes must be fulfilled when visitors come to town. While Jonesborough has many of these features already, there is still much work to be done.

To fulfill the brand promise, the Town of Jonesborough, the Heritage Alliance, and the International Storytelling Center will need to work together to achieve the visions portrayed in this plan and the RAA Plan. Each of these entities, as well as the National Storytelling Network, the local storyteller's guild, the chamber of commerce, local business owners, and the community as a whole, is essential.

Product Development

For any community brand to be successful, it needs to be pervasive throughout town. This brings the brand to life, reinforcing the experiences of visitors. Throughout this Plan are numerous recommendations to fulfill this expectation. The RAA Plan should be referred to in conjunction with this Branding Plan, and the recommendations made by Ralph Applebaum Associates should be implemented.

Most importantly, the International Storytelling Center's programs should be expanded. The Center's facilities are currently underutilized, and there is tremendous potential for expanding its use,

both with more storytelling experiences and with recruiting outside meetings, reunions, corporate retreats, education, etc. Developing as close to a year-round program of storytelling events would cement Jonesborough's position as the storytelling capital. This process can begin as an expansion of the summer season, beginning with an additional storytelling festival in the spring to "kick off" the season – the festivals would then provide "bookends" to the storytelling agenda. Development of more educational programs could enable the storytelling activities to continue year-round, and would bring more groups of visitors to Jonesborough during the shoulder seasons.

Another essential initiative is for the repair, enhancement, and maintenance of the International Storytelling Center facility. The RAA Plan also recommends enhancements to upgrade the facility, including lighting, environmental controls, acoustics, furnishings, floor coverings, adding a fountain to the plaza in front and a gazebo and landscaping features to the grounds outside. Because the facilities are underutilized, we recommend that the Center rent out rooms and spaces in its facilities when not in use for storytelling purposes, which will bring additional funds to the Center, and bring additional visitors to town.

The storytelling brand needs to be expanded throughout town as well, and this can be accomplished in many ways. Walking tours and guides, story benches, a history trail, story murals and panels, as well as a comprehensive wayfinding system

with signage that is designed to enhance the brand. A business recruitment effort should be undertaken to increase the critical mass of businesses that appeals to visitors, with an emphasis on restaurants, entertainment, and shopping that will support the brand.

Other downtown enhancements should include new public restrooms, a downtown history visitor center, additional lighting, landscaping, and gateways.

The RAA Plan suggests the development of a new Jonesborough-Washington County History Museum, restoring the Old Jackson Theater, renovating the Booker T. Washington School to use as a cultural center, and the creation of a new history visitors center downtown. These initiatives, if developed, would greatly enhance Jonesborough's appeal for visitors as well as for residents. We support these suggestions as well.

Marketing

The stronger the product you have to offer, the more effective any marketing program for the brand becomes. Creating year-round storytelling activities, situated in a beautiful historic downtown with ample amenities and events, will make marketing the brand more successful.

A number of marketing tools are available for telling the world about Jonesborough's brand. Most important is the Key Message that needs to be communicated.

The Key Message for Jonesborough is this:

Jonesborough is the international storytelling capital. It is THE destination that offers the best storytelling education and events in the world. Secondly, Jonesborough provides the storytelling experience in a convenient, beautiful, historical, pedestrian friendly environment. This message is delivered through the flawless execution and hosting of multi-day courses, enhancement of the storytelling program season, spreading storytelling throughout town with themed signage, beautiful landscaping, and an abundance of related shopping and dining experiences.

Tourism brands are built through the experiences of the visitor and the "touch points" between the visitor and the brand. This includes their brand-defined planning experiences prior to arriving, local amenities and facilities, interaction with residents and merchants, as well as the quality of their storytelling experiences. The brand message is delivered beyond the destination through reputation, word of mouth, and marketing and public relations efforts.

Identity

Every credible book on the process of branding will recommend that you never build brands, develop logos and marketing tag lines using focus groups. A focus group consists of a number of people sequestered in a single room and they look at and discuss identities together. When people discuss logo concepts and creative advertising agents "sell" the concept, to those in the room, it's too easy to end up with a watered down, generic, all things to all people

identity and tag line, which frequently need to be explained to understand.

Yet when these marketing messages end up in magazines ads, who is going to explain what that logo means? How are you going to discuss with or explain to, potentially, millions of readers, what it means?

Viewers and readers size up their perception of a logo and tag line in mere seconds. The first impression has to "close the sale." Instead of using a sequestered focus group, the DDI process uses a group of people from around the country who are asked for their first impressions – which identity says something about the community, and which one best portrays the message we are trying to get out there, and, finally, which identity would most make them want to visit the town. This is done through email, so there is no discussion or focus group effort. Our testing panel is made up of people of all ages, from 18 different states, including couples, singles, families, retired people, etc. Some are professionals in branding, advertising, and marketing, and some are with destination marketing organizations, while most are travelers.

Logos and tag lines are NOT brands. The graphic images and text are tools to help communicate the brand. Brands are built on product – brands are perceptions that others have of your community. Logos and slogans are simply the marketing messages used to support the brand. A brand must be earned – the brand promise must be fulfilled – in

order for a brand to be successful. If the promise isn't fulfilled, the brand will die, and product is what fulfills the promise.

It is nearly impossible to develop logos and slogans and get even 70% local buy-in, so the process of using our testing panel provides a way to get a consensus based on a variety of demographic, geographic, and psychographic cross-section of people – weighted to your customers.



Use of the logo and tag line should be consistent throughout Jonesborough's marketing effort. To help implement this, we recommend development of a brand style guide. In this Plan, we have a number of varying recommendations for communicating Jonesborough's brand to targeted markets, regional, and local markets. These include development of a visitor website, creation of a storytelling monthly e-newsletter, targeted marketing to SMERF groups, clubs and organizations, creation of a poster and bookmarks, development of an activities guide, development of a historic Jonesborough guide, and a public relations program.

It takes a village to develop a strong, winning brand. It is important to educate locals about the brand. We believe every dining room table should be a concierge desk, particularly since the number one reason for travel is visiting friends and family. Residents can become the best ambassadors for the brand, and word of mouth is critical to any branding and marketing effort.





Brand Promise

The Brand Promise

The oldest town in Tennessee, Jonesborough is the international home of storytelling. Authentic in detail, rich with imagination, and grounded in the southern Appalachian Mountains, Jonesborough held the first celebration in the country dedicated to storytelling, sparking a national resurgence in the art. With the International Storytelling Center at its heart, Jonesborough carries on the storytelling tradition with festivals, events, education, and fun all year long, celebrating stories from around the world and from its own rich history. The town provides a charming historical backdrop for the lively entertainment and rich drama of every culture's story, bringing life's emotions, passions, mysteries, comedies, and enduring fables to life, for your entertainment, education, and pleasure. Strolling through the lovely walkways and gardens in the heart of town, or visiting the local artisan shops, you can forget the world you came from, and immerse yourself in each story you hear. Jonesborough – the World Storytelling Capital.



Recommendations

Recommendations

Recommendation #1

Form the Brand Leadership Team

Establish a Brand Leadership Team to champion the brand. This team will be made up of seven people who are committed to the brand and making it happen. These people are doers, movers and shakers in the community, and over half of them should have a vested interest in the brand. The local organizations and city officials should read through this plan and then decide whether or not they feel passionate about the objectives and projects detailed herein.

The role of the BLT is to be the motivation behind this plan, the people who see it through and keep the plan on track. The members of this team will be the “voice of the brand,” working in a hands-on capacity as advocates for the brand vision, and being instrumental in fulfilling the recommendations needed to bring the brand to life in Jonesborough. They also need to be the brand cops, making sure relevant organizations are using the brand and everyone is pulling in the same direction.

The Brand Leadership Team should include key “speakers” from the International Storytelling Center, The Heritage Alliance, the National Storytelling Network, the Town of Jonesborough, the Chamber of Commerce, downtown property owners and business owners, a representative from the lodging industry, and others who are good communicators and committed to the brand. Three of them should be involved with storytelling, and have a vested interest in seeing the brand succeed. The Mayor should

appoint the team members. These members should:

- be willing to invest time
- be willing to take a few hits along the way
- be good speakers
- be enthusiastic
- have something to gain from the success of the brand
- be willing to be “doers,” not just directors

Selected names should be given to the Mayor with the request that they be appointed as the Brand Leadership Team. The Team will typically report to the Town Board twice a year, letting the Town know about progress, and if they need support for specific projects.

The Team will function much like a Planning Commission. They report directly to the Mayor and Aldermen, yet have no status as an organization other than that of an advisory committee. They will help set direction, work with the Town on various aspects of the program, and be the voice of the branding effort.

The initial project the Brand Leadership Team will undertake includes bringing other organizations to the table. Implementing the brand and recommendations requires a community effort.

The BLT should develop a 20-minute PowerPoint presentation to show to local organizations that could

play a role in the brand. Their focus should first be the product development laid out in this plan, including expanding the Storytelling programming and making the brand pervasive throughout the town.

The BLT should request the Town adopt the plan in its entirety. They are not being charged with implementing the plan, but are pledging support for the plan and implementations of items on their to-do list.

Any successful branding effort requires pioneers, those who will tirelessly champion the cause. We surveyed 400 well-branded towns in North America and in 396 of those communities the brand was a grass roots effort. Rarely will a top-down effort yield success. This plan needs the voices and action of people who are willing to spend time and money in bringing this plan to fruition.

Implementation: Mayor

Approximate costs: No specific costs are associated with this recommendation

Timeline: 2009 forward

Recommendation #2

Create a Branding Style Guide

Develop a style guide for Jonesborough's new, branded logo for the town and other entities and organizations that will use the logo. This guide will contain graphic design standards for logo and slogan usage, concepts for website development and the production of printed sales and marketing materials, as well as the proper use of key marketing and advertising promotional messages.

The guide contains a system of coordinated visual elements that make up the community's graphic identity. It provides specific rules about proper use of the logo and brand to help maintain the integrity of the design.

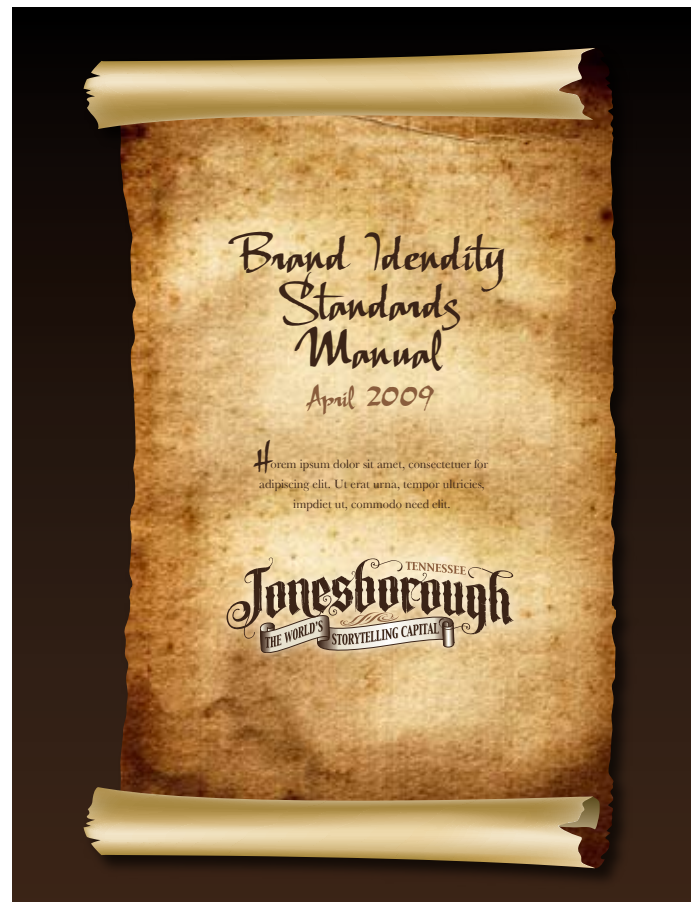
Continuity is critical in developing a strong branding program. The town departments, Chamber of Commerce, Visitor Information Center, International Storytelling Center, local organizations and other parties that represent Jonesborough's identity to the public should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide should include identities for the Town, with accepted usages for the Chamber, and other organizations; pole banners and wayfinding concepts; advertising, website and brochure concepts; usage guidelines, color palette as well as logo dimensions, approved sizes, fonts and colors. Wrong usage of the logo and other graphic elements will need to be spelled out as well.

Implementation: Brand Leadership Team

Approximate costs: \$20,000

Timeline: 2009



Recommendation #3

Expand the International Storytelling Center's programming

The International Storytelling Center is the cornerstone of Jonesborough's Storytelling brand. Currently, the Center offers Storytelling Live, the Teller-In-Residence program with performances running from May through October. In order for the brand to be pervasive not only throughout the town, but throughout the year as well, the Center should expand their programming and add offerings during different times of the year.

The RAA plan addresses this issue and recommends the live program be expanded to include live, multi-day, educational seminars and conferences in addition to the Teller-In-Residence performances. They also recommend creating a new storytelling event to be held in June, in addition to the National Storytelling Festival held in October.

In addition to the RAA plan recommendation, we would like to suggest the Center add additional programming, education and other activities during other times of the year, such as early spring and during the holidays. This will add to the offerings of the Center, expanding the seasonality of Jonesborough as a whole. If there are more storytelling events occurring in Jonesborough during other times of the year, it gives more people the opportunity and motivation to visit, making Jonesborough a year round destination.

Develop storytelling workshops to educate groups about how to tell stories. These workshops can

be offered throughout the year, and be marketed to numerous groups. The goal would be to have groups of 30 to 100 people attending multi-day workshops each week, particularly during the shoulder seasons. This will provide a manageable increase in tourism, extend the season, and create a continuous stream of customers for local businesses. It's also a small enough number to allow for all to find lodging in Jonesborough. If they spend the night in Jonesborough, the economic benefit to the community is significantly larger, and the incentive for businesses and restaurants to be open in the evenings is much greater.

Develop a series of online courses and seminars as well. These courses should be led by storytelling experts and be interactive. Development of a subscription-based online newsletter or magazine, a series of CD recordings, and web-based resources will also develop the storytelling brand. While these offerings won't directly bring more visitors into Jonesborough, they will enhance storytelling awareness throughout the nation and the world, and further cement Jonesborough's position as the storytelling capital of the world. These customers, while initially at a distance, will provide a solid base of future visitors to the Town.

Implementation: International Storytelling Center

Approximate costs: Varies, depending on scope

Timeline: 2009 and ongoing



Recommendation #4

Rent out the Storytelling Center's facilities

The International Storytelling Center is currently not being used to its full potential. It could be used for other groups and events when not being used for storytelling activities and performances, which would generate additional revenues, and bring more visitors to downtown Jonesborough during the shoulder seasons. This would provide more shoppers for downtown merchants, more diners for the restaurants, and more heads in lodging beds. When these visitors break for lunch and dinner, they'll already be downtown, and will provide more business for restaurants. They'll also visit the shops downtown, making these merchants more profitable throughout the year. And they'll be filling the hotel rooms during the shoulder season.

The RAA plan outlines some beautiful improvements that could be made to the Center facilities such as a courtyard, fountain, architectural decoration and a building tower. These elements will make the ambiance of the Center even more appealing.

The Storytelling Center could be used for retreats, reunions, meetings, storybook weddings, etc. This would give Jonesborough another outlet to bring in visitors, especially during times when the Center isn't active with storytelling programs. The proceeds of these rentals could be used to finance improvements to the facilities as well as expanding the Center's storytelling programming.

The goal is for the Storytelling Center to be busy with

groups of thirty to two hundred attendees, most days of the week. Events could be held both in the theater, when not in use for storytelling purposes, as well as in the other rooms and upstairs. This will require a concerted sales effort and specialized marketing materials.

Equipment:

Purchase additional equipment to provide the necessary means for groups to utilize the space for meetings, seminars, and events. This equipment should include:

- Public address/sound system
- 12-channel mixer board
- 2 lavalier microphones and one wireless hand-held microphone
- XGA 3,500 lumens Epson projector
- Cables and adapters for various applications
- A lighting package (portable)

Sales Kit:

Develop a sales kit – a Meeting Planners Guide – to promote the facility rentals, and include it in digital format on the Storytelling Center's website and the Town of Jonesborough's website. The hard copy of this sales kit should include a presentation folder with pages that include a description of the facilities, sizes and layouts of the rooms available, AV equipment

and other equipment available for rent, other services offered, a calendar of events, photos of the Center and interior, and photos of Jonesborough. There should also be specialized pages for weddings, reunions, and small group options, plus listings of nearby lodging, caterer suggestions, florists, and any other supplier that might be necessary for meetings and events. Be sure to include it with the State of Tennessee's visitor website, on their meeting planner information page: www.tnvacation.com/group tours/meeting/.



Recommendation #4 (continued)

Rent out the Storytelling Center's facilities

Sales Effort:

Hire a full-time sales person to recruit sales and manage the facility rentals, just as a convention center sales person would do. This person will be responsible for bringing a steady stream of visitors into Jonesborough for overnight visits, which will help fill Jonesborough's lodging facilities. Funding for this position could be a cooperative effort between the lodging facilities, the International Storytelling Center, and the Town of Jonesborough, since its success will benefit all three directly.

The sales effort should be dovetailed with the sales effort to bring groups for new storytelling educational programs as well. Purchase, or borrow from the library, the directory of Associations USA, and the National Directory of Nonprofit Organizations. Use these publications as a starting point to recruit meetings and events, as well as groups to attend storytelling education programs.

Targeted Advertising:

Target the area within a 250-mile radius to place ads in local publications to promote the use of the Storytelling Center for "storybook weddings," as well as for business retreats and meetings. Also place ads in bridal magazines – many national bridal magazines have regional issues so that local advertisers can reach their target markets. Place the ads in the regional issues. Keep the message simple, straight forward, and easy to read. These can be co-op ads, to help

promote specific businesses in Jonesborough, such as restaurants and lodging facilities, and help defray some of the ad costs. Always buy space on the right hand page, outside edge – this is more easily seen by readers.

Create postcards promoting the Storytelling Center's facilities for groups, meetings, and weddings, and mail them to targeted groups from the database built from the directories and other resources.

Implementation: The International Storytelling Center

Estimated costs:

- Salesperson \$85,000 including all taxes and benefits - Funding for this position could be negotiated and shared between local lodging facilities, the International Storytelling Center, and the Town of Jonesborough
- Sales Kit (Meeting Planners Guide) - \$25,000 - \$35,000 including design, printing, and website upload
- Advertising - \$40,000
- AV Equipment - \$50,000

Timeline: 2009 and ongoing – See Timeline in Recommendation 5 for details

Recommendation #5

Market expanded storytelling and educational opportunities to SMERF groups

An important way to draw additional visitors to Jonesborough, as well as expand the Storytelling brand, will be to market expanded storytelling and educational opportunities to various social, military, educational, religious and fraternal organizations (SMERF). This would be a way to draw groups of 50-100 people throughout the year for seminars or classes on storytelling, filling up hotel rooms and bringing people into the shops and restaurants and other diversionary activities. This function would be the responsibility of the sales person described in Recommendation #4 Rent Out the Storytelling Center's Facilities.

The types of groups to be targeted can include:

- Professional networking groups
- Professional associations, such as Realtor associations, Human Resource associations, the Professional Speakers Guild and National Speakers Association.
- Teacher associations, such as the American Federation of Teachers and the National Education Association
- American Association of School Librarians and other librarian associations
- Individual school districts/English programs
- College programs (Communications, English, etc.)
- Church groups or clubs
- Special interest clubs and organizations
- Multicultural organizations
- Military and veterans groups, such as the Military Officers Association
- Religious leaders and educators, religious organizations
- Corporate trainers
- Public relations professionals
- National and state park interpretive staff
- Museum staff
- Writers
- Healthcare professionals and associations, such as the American Association of Medical Assistants, the American Association of Nurse Practitioners
- Therapists
- Girl Scout/Boy Scout leaders
- Fraternal organizations



Recommendation #5 (continued)

Market expanded storytelling and educational opportunities to SMERF groups

Targeting these groups will take some research and outreach effort. It will also take a well-thought out curriculum that will address the needs of each group. The key is to contact these groups with information on seminars or classes that showcase the relevance of storytelling to their field or interest group; show them how storytelling can enhance what they do or what they are interested in, as well as why Jonesborough would make a great setting for a meeting, gathering, or reunion.

Use an intern to create a database of potential organizations, particularly in the surrounding region (including Knoxville and Asheville areas) from which to start. Searching the internet will yield many directories of organizations and associations. These organizations can be contacted via mail, internet/email, and/or phone to introduce them to Jonesborough and what Jonesborough has to offer as a meeting destination and the storytelling education opportunities available. Relationships with meeting planners and other key members of the groups will need to be established so Jonesborough becomes top of mind when these groups are looking for an event or meeting location.

This effort, like the sales effort to rent the facilities to groups, will take time to develop.

Advertising in a publication such as the SMERF Meeting Journal is another possibility for reaching SMERF group meeting planners. More information

can be found at www.smerfmeetings.com.*

Many organizations have regular newsletters, and often are looking for interesting and relevant content. You might be able to supply a short article on Jonesborough and the opportunities to learn more about storytelling, which could generate further interest in the classes or seminars, as well as the other events and happenings in Jonesborough.

Also target alumni associations. Many college and university alumni associations offer travel programs to their alumni and families. Travel programs are offered to destinations around the world and are quite often educational in nature. Many programs are organized by or include a distinguished professor as the escort. This market is a natural fit for Jonesborough's storytelling brand and represents a strong opportunity.

It will take a bit of work to develop the database of alumni associations and their contacts with the potential to develop programs at the Storytelling Center. Understanding individual college and university travel programs, who they are targeting, and what kinds of educational experiences they want to offer is key to designing programs that will be appealing to their clientele.

The type of learning experiences that would appeal to this market could range from a week at the International Storytelling Center for a storytelling

educational program, to a program created by the college or university with its own professors and experts, using the Center as the place to hold the program. Diversionary activities and field trips could be built into such a program.

Developing this market is primarily a one-on-one task with individuals at the alumni association travel offices. Some alumni associations like to develop and arrange their own travel itineraries, others will work through a tour operator, and still others will buy a package "off-the-shelf" and reserve the entire departure date for their clients. Some tour operators specialize in alumni travel. That is why it will be important to do the research to identify the decision-makers for alumni travel at each institution.

The most important aspect of selling to these alumni travel decision makers is developing the personal relationship with them. We suggest starting with a targeted group of colleges and universities located in the region that offer educational alumni travel programs. Learn about their programs on their websites, get the name of the travel arranger, and start developing a telephone relationship to learn more about their potential. Eventually, you will need to develop specific sample itineraries for them and make personal visits to sell the programs. As time and budget allows, you can expand your efforts to other areas of the U.S. that you have identified as having high potential alumni travel programs. While the

Recommendation #5 (continued)**Market expanded storytelling and educational opportunities to SMERF groups**

larger East Coast universities may look like tempting resources, they are also most likely to have established relationships with destinations and be more difficult to crack. There are many small and medium-sized colleges and universities in the region that offer these programs as well, and they might be more receptive.

These markets will take time to develop. Your other marketing efforts, particularly your website and public relations activities, will be essential to supporting these efforts. A strong branded website, along with good publicity, such as articles appearing in the media read by the alumni market and the travel managers, all provide product credibility.

The sales effort outlined in this recommendation is important for several reasons. First, it is likely to produce the fastest, short-term results of increased visitors and visitor spending. More difficult than marketing, a sales effort provides tangible, measurable results in real time. While marketing communications is generally a one-way street, sales is a two-way conversation. It gives you the opportunity to learn about and address concerns about your product that can help make the sale. These learned factors can then be applied to your marketing communications, making them more effective.

When promoting storytelling classes or seminars, be sure to promote the variety of benefits of storytelling for any educational or social situations. The benefits of learning storytelling and using it as a teacher in a

classroom setting can't be overstated. Teachers who educate using storytelling as a "method" are more successful at engaging their students, and they make it easier for students to learn any subject. For example, the Hillsborough County, Florida, public and private schools are all provided with coaching manuals for storytelling. The National Council of Teachers of English has published a Position Statement on Storytelling, which promotes the benefits of teaching storytelling in schools. Collect these kinds of "endorsements" to convey to potential customers the benefits they will receive from receiving the storytelling education and programs being offered.

SMERF groups offer a large potential market that could enhance the seasonality of Jonesborough, booking rooms and participating in diversionary activities throughout the year. Also, think beyond the obvious and reach into organizations that have travel programs, such as the Field Museum of Chicago or the Smithsonian Institution.

Sales is more effective than marketing with extremely narrow niche markets within the brand, where the small target market is identifiable and reachable through a limited number of contacts. The messages can be tailored directly to them and the product customized to their specific needs.

Implementation: International Storytelling Center

Estimated costs: Included in Recommendation #4

Timeline:

1. Arrange for an intern to develop databases of clubs, organizations, etc.
2. Obtain the AV equipment listed in Recommendation 4
3. Develop the Sales Kit in Recommendation 4
4. Hire the sales person in Recommendation 4
5. Begin the targeted advertising and sales

*DDI is not affiliated with SMERF Meetings Journal nor is endorsing their publication in any way. The information here is provided for research purposes only.

Recommendation #6

Visitor web site

Create a new visitor website that includes the International Storytelling Center's website and links to the existing Town of Jonesborough site. There should be one "front door" to Jonesborough's websites, and from that front door, people can choose a link to either the Town's site or the Visitor/Storytelling site. A new visitor website will be THE most important marketing tool in your arsenal. This website needs to be developed to promote and support the brand, as well as provide visitors with all the information they need to successfully plan a trip to Jonesborough – all in an easy to read, easy access, visually appealing format. In short, it needs to be good enough to close the sale.

Although this will be a "Visitor" website, with all the information a visitor will need to plan a trip to Jonesborough, it should be a true "storytelling" branded website – so that throughout every page, not just on the Storytelling Center's pages, visitors see that Jonesborough is the storytelling capital of the world.

The importance of your Internet marketing cannot be overstated. It is the most cost-effective way to reach a variety of markets throughout the world with information. The key is to have a website that visually engages the viewer, provides relevant content, and keeps them coming back for more. More consumers are taking control of the information they receive. Newspaper circulation is down, Network TV is losing

market share to the cable stations. Radio is becoming more segmented. Consumers use the Internet because they can choose the content and timing of information.

- 75% of all US households have immediate access to the Internet
- Of those, a full 94% use the Internet as their PRIMARY travel planning resource
- 72% never go past the first page of search results
- 86% never go past the second page of search results
- 70% are frustrated when trying to plan travel online; they are looking for experiences, not locations. Activities are the most important thing – location is secondary

Significant resources must be allocated to your website and Internet marketing. If 94% of all Internet users utilize the Internet as their primary travel planning resource, the Internet is clearly your best and most efficient way to reach potential visitors.

Here is the recommended breakdown of expenditures for a marketing budget:

- 50% should be spent on the Internet
- 30% should be spent on public relations efforts
- 10% should be spent on advertising (primarily to drive visitors to the website)

- 10% should be spent on printed materials and trade shows

The budget for Internet marketing must include:

- Keyword purchases: pay-per-click keywords that bring you greater exposure on search engines
- Site design and weekly or monthly updates
- Hosting of multiple domains – different URLs that will drive visitors to your website
- E-newsletter management (we recommend Constant Contact)
- Personnel to manage the site in terms of content, updates, monthly e-newsletter, database management, etc.

Developing the Website

It takes a team to develop an effective tourism website. We like to think of the design and construction of a website much like the design and construction of a home. You need:

The architect – builds the site map, how the information flows and decides what content should be included

The engineer – the person who develops the backbone of the site, chooses the right software and writes the code

The interior designer – the person who makes the

Recommendation #6 (continued)

Visitor web site

site visually pleasing, and cohesive with the brand and graphic identity

The builder and maintenance crew – the people who add new content, and update/refresh older content

When developing the site, hire professionals with experience in the travel industry. Creating a website that is good enough to close the sale ranges from \$40,000 to well over \$100,000. For Jonesborough we recommend spending approximately \$40,000 - \$60,000 which includes the design, copywriting, and front end/back end development.

Organize the site around activities and things to do – “pick your season” and “pick your passion”:

Pick your season:

- December/January
- February/March
- April/May
- June/July
- August/September
- October/November

Pick your passion:

- Storytelling – This section can include all the information currently available from the ISC’s

website, and can also be separately accessed by its own URL – www.storytellingcenter.net

- History and culture
- Shopping and dining
- Entertainment
- Festivals and events
- Sports and recreation
- The environment

Other sections to include on the site are maps, “how to get to Jonesborough,” regional and local contact information and links to other organizations, communities, attractions and activity vendors, the state tourism site, the local airport site, the Heritage Alliance, etc. Add a section of photos and videos with both professional and amateur videos – no longer than three minutes.

Social media is the best form of brand building online. Utilize video clips, YouTube videos, and “Twitter.” Video clips should be a mix of professional and user contributions. Videos, especially user contributions, serve as third party endorsements that are far more powerful at brand building than anything you could say about yourself. Post two to three minute video clips on YouTube with a link to the website.

Developing social media strategies starts with research. Through your own social media site research develop a list of social media sites to target and



Recommendation #6 (continued)

Visitor web site

join existing groups or create groups. Start with Facebook and create a brand-themed Jonesborough group. Use the group site to posit photos, events, storytelling festival photos and information, and other brand-related activities. Use this site to drive groups' members to your website. Also, join other groups that have interests related to the storytelling brand to see what their members are discussing. It will take some time to start seeing the results of this effort, but over the long term, the time spent developing social media will pay off.

Also create an E-Newsletter to create top of mind awareness of Jonesborough. The newsletter should be sent out monthly to visitors and people who have requested information about Jonesborough. Be sure to include an opt-out feature, so that people know they can unsubscribe at any time. Include a sign-up opportunity on the website. This would be a separate newsletter than the paid subscription-based newsletter being considered – this one's purpose would be for marketing.

An E-Newsletter is an excellent way to provide news, updates, new opportunities, and calendars of events. Be sure the newsletters include information that visitors would really find of interest – not just another sales pitch. Offer short "tips" for storytelling. Keep it short and to the point. Include links embedded in the newsletter to the visitor website. Also include other contact information – phone numbers and addresses. Include descriptive visitor experiences and

add testimonials to the content.

The visitor website should be linked to the Center's online network and Storytelling Channel recommended in the RAA Plan. The Storytelling Channel programming should be included in the videos available to view on the visitor website, giving potential visitors a real taste of what storytelling in Jonesborough is all about.

Include an online pressroom with information from media sources. This should include photography, story ideas and contact information. You want it to be easy for media outlets to get information about Jonesborough. Recommendation #7 regarding Public Relations provides specific information for developing an online press kit.

Nothing sells a place like photography. Hire a professional to take stunning photos of Jonesborough, but not just scenic vistas. You need to show people enjoying activities. Remember, people are looking for experiences. Utilize your great photography throughout the site. Show people what they're missing.

The homepage should be clean, easy to read and have no more than seven primary links. People tend to get frustrated if they have to navigate through too many options right off the bat.

Maximize search engine optimization, which is becoming more and more sophisticated with each

passing week. Internet marketers want the best possible chance to have their websites to pop up in the first two pages of a search. Most users don't go beyond the second page of search results, so it is critical to be at the top of the search hierarchy.

Search engine optimization goes far beyond simple key words and phrases. The way content is written has an effect on optimization, as do the links your website has with other websites. You need to use your key words throughout your pages, along with variations, such as synonyms.

The three primary search engines – Google, Yahoo, and MSN – use a technique known as "spiders" to regularly "crawl" through websites indexing by key words and phrases. To be listed in directories, you need to submit your URL to the major search engines at least once. However, to be indexed, you may want to submit your URL to them a few times. This way your site will be "crawled" more than once. Eventually, with more and more incoming links, your site will be automatically crawled and the indexes updated. That is why it is very important to keep a website up to date.

Increasing the number of links is critical to keeping a website moving up the hierarchy of the search engines. Have several other websites exchange links with your website.

Recommendation #6 (continued)

Visitor web site

Purchase keywords on Google and Yahoo! They offer pay per click programs, where you choose the keywords, and your website shows up on the first page of search results. You pay each time a visitor uses that link to reach your website, and the fee depends on the “demand” of the particular keyword you have chosen. If your website already shows up on the first page of search results, it isn’t necessary to purchase those keywords – be selective about the keywords you purchase. Using a combination of keyword purchases and search engine optimization is a good strategy.

In addition to making sure your website is easy for people to find, it’s important to know how your website is being used, how long a visitor stays on the site, and what pages are being viewed. It’s also important to know whether the keywords or phrases that brought the visitor to your site are helpful in getting the visitor to take a desired action. For example, do you want visitors to sign up for the E-newsletter? If so, what are the key search words that brought the visitor to your site who actually signed up for the newsletter?

We recommend that the Town and the ISC engage the services of a webmaster who truly understands search engine optimization and can recommend appropriate software and strategies for composing your web pages that will help you achieve higher search engine ranks.

Implementation: The Town of Jonesborough in cooperation with the International Storytelling Center

Estimated costs: Website - \$40,000 to \$60,000
Annual maintenance and updates - \$12,000

Timeline: Begin 2009 and ongoing



Recommendation #7

Public relations program

You build a brand through public relations; advertising is used to maintain your position. Developing a press kit is a vital part of the marketing effort and will provide a solid return on investment, if implemented correctly.

Hire a professional Public Relations firm, with a \$5,000 per month budget. There are two purposes for the PR effort: One, to publicize the benefits of storytelling and develop the genre; and two, to promote Jonesborough and the International Storytelling Center. For every \$1 you spend on PR, you should see a \$3 return on your investment. Patience is required at first, however; it takes time for the contacts to be developed and for the media to print stories and articles.

It is essential to have an on-line pressroom. The website pressroom should have several pages, each of which are devoted to specific items that will make it easier for the press to find information about Jonesborough.

1. Public Relations contact page: List several contacts and include their photo. The press is generally under deadline, and if they cannot reach one person instantly, they need access to another. It may be your only chance to weigh in on an article they are writing, or to get free publicity for an upcoming event.
2. Story ideas page: Don't wait on the press, but write up your own story ideas as prompts for the press to pick up on. These can be about the Storytelling brand, the Storytelling Festival, the ISC, as well as other visitor experiences. Make sure they know where to go on the website to download photos that go with each story idea.
3. Photo gallery: A picture IS worth a thousand words, especially pictures involving people enjoying activities. Think carefully about how you want to position each picture and hire a professional photographer to shoot them. Some photos should have models relevant to your target market. Others can be candid shots of events and visitors having fun, but shot by a professional who knows how to frame them. All of them should be available in high-resolution digital format. Present the photos online in low-resolution and then have them register online for the high-resolution versions. This way you know who is receiving them and they will agree to use them for editorial purposes only, assign proper credit and not be sold or used for commentary elsewhere. The same should be done for your logo and graphics. Be sure to group your photos by subject so they can be researched easily.
4. Press kit page: This page should contain background materials that can be inserted into any story or article, such as:
 - a. Interesting facts about Jonesborough
 - b. History and statistics
 - c. Climate and weather
 - d. Six season variations information
 - e. Other interesting information
 - f. News release page: include a running log of all news released that you convert to PDF format so they can be downloaded. Be sure to show the date of the release.
5. Full fact sheet page: More extensive than the "interesting facts" in the Press Kit, this page would contain an extended list of facts about every facet of Jonesborough, the brand as it develops, and other local subjects. Here is where you also list historical facts about the community.
6. Press trip page: Some out-of-town writers will want assistance in making arrangements to visit and write about Jonesborough or a special subject in Jonesborough, such as the Storytelling Festival or the ISC. This page allows prospective writers to request help in planning their trip, making the right connections with local stakeholders or gaining access to particular events. They may also be looking for financial assistance or some in-kind consideration. This is the mechanism for them to make their requests.

7. Media coverage page: This is where Jonesborough gets to post the media coverage they receive from the press. It allows the press to see what's been covered and in what manner. List the stories by year and month and if possible include links to the actual story source, and photos.

As progress is made in building the brand, such as new storytelling programs, expanded educational opportunities, events, festivals, etc. send out press releases to let the world know about your progress and include the information in your online press kit.

The list of press contacts should be reviewed at least once a month to make sure it is up to date, particularly media that will reach your target markets. The list should be made up of key contacts from magazines, newspapers, online websites, travel newsletters, and blogs. These contacts should receive regular press releases and E-bulletins with news-worth publishing. This means contact at least once every one or two months to keep the destination and its brand top of mind.

Public relations provides a valuable third party endorsement, which is more effective than what you have to say about yourself. Readers consider published articles about a destination more credible than advertising about the same place. Editorial features are also read three times more often than ads.

Implementation: The Town of Jonesborough

Estimated costs: \$60,000 annually

Timeline: 2009 and ongoing



Recommendation #8

Create "Best of Jonesborough" Brochure

Develop a new marketing brochure entitled "The Best of Jonesborough" promoting the specific businesses and attractions in Jonesborough that showcase the best the town has to offer. Special attention should be given to businesses that support the Storytelling brand. This is the piece used to let visitors know what they can see and do in Jonesborough; the reasons to come here.

The guide should include retail shops, restaurants and activities. Each participating retailer needs to meet certain criteria to be included:

- Open at least six days a week. If closed, it has to be a Monday
- Highly regarded by someone other than themselves
- Good curb appeal
- Open until at least 7:00 at night, Thursday through Saturday

The guide should feature something special and unique about each featured business, written in an advertorial format, not just a series of ads. Details are critical. People like specifics; the more interesting and unusual items you can mention, the better. If a restaurant has a signature menu item, suggest that they order it; if a shop carries a unique specialty item, mention it in detail. Also, include professional photography throughout to showcase each shop, restaurant and location.

The guide should contain maps, including a map of the location of Jonesborough, travel times from major metro areas, directions to downtown, and a walking map showcasing the location of each retail storefront and dining location. In addition to stores and places to eat, include other interesting features such as where to park, historical landmarks, hotels and motels, public parks or gathering spaces, location of public restrooms, etc.

The days when it was sufficient to simply list all of the activities, shops, restaurants and attractions in your destination are over. Convenience is at the top of the list for visitors and this includes the planning stages of their visit to Jonesborough.

These brochures, full of stunning color photography and specific details and information will convince consumers that Jonesborough is the place for a unique storytelling experience; it must be good enough to close the sale.

This guide should be a partnership between the Town of Jonesborough and businesses, with each advertiser paying the costs for their own page. It is important that these brochures address activities, events and attractions in every season of the year. They should be both printed and available for download on the website.

Once completed, these brochures should be used to fulfill phone and mail inquiries to the Visitor Center.

In addition, they should be distributed to regional visitor information centers, chambers of commerce, and visitor information kiosks. A copy of the brochure should be placed in every hotel/motel room in Jonesborough.

Implementation: Town of Jonesborough

Estimated cost:
\$15,000 (Town of Jonesborough portion)

Timeline: Begin developing the brochure during 2009, for use in 2010



Recommendation #9

Activities/Storytelling Guide

Develop a high-quality Activities Guide that gives potential visitors the information they need to plan a trip to Jonesborough. The Best of Jonesborough Guide will show the highlights, while the Activities Guide will provide more of an overview of how to plan the trip and what to do in Jonesborough.

This should be developed as a public/private partnership, but not with “advertisers” – the pieces should be in advertorial format. This will be the flagship piece that promotes Jonesborough in a way that is good enough to close the sale. The Activities/Storytelling Guide should also be downloadable from the website.

Much like the visitor website, this piece can be divided into sections: “Pick your Season” and “Pick your Passion”:

Pick your season – six seasons:

- December/January
- February/March
- April/May
- June/July
- August/September
- October/November
- It should also include what to expect by season, including weather, activities and special deals.

Pick your passion – activities by passion:

- Storytelling – Include an introduction to storytelling and how it first started in Jonesborough. Highlight the events, educational offerings, teller-in-residence program, festival, and all other activities related to storytelling to be found in the Town.
- History and culture – Jonesborough is a model for historic preservation and has a charming ambiance with the historical buildings and sites. To allow visitors to appreciate and experience the history of Jonesborough more fully, this guide would provide visitors with the locations of historic buildings and sites throughout the Town as well as the story they tell. Include a map detailing the location of each historic building and serve as a guide for the Picture the Past History Trail outlined in the RAA plan. Include engaging descriptions outlining the importance of each place, and telling Jonesborough’s own story. This will help bring that story to life for visitors so they can appreciate the history of the town in a new and experiential way. Include information on the History Museum and the visitors center.
- Shopping and dining – Show the variety of shops and dining options, and include lots of professional photography.
- Entertainment – Include entertainment such as theater, music on the square, dancing, other

performances, the carriage tours, story tours, and ghost walks.

- Festivals and events – Here, again, include the Storytelling Festival, as well as other events held in Jonesborough.
- Sports and recreation – Provide information about parks, recreational facilities and events, golf, etc.
- Lodging and camping

The focus of the Activities/Storytelling Guide is to showcase various attractions and events in Jonesborough, providing specific information. This piece should be sent to people inquiring about coming to Jonesborough as well as placed in visitor information kiosks and at other strategic locations. It needs to be full of specific information, great photography, and be good enough to close the sale.

Include lodging options with brief descriptions – not just lists. You want to be sure visitors have enough information to plan their trip. Provide specifics – offer teasers for the restaurants and shops, describe what the museums have to offer, etc. Include a calendar of events, location and transportation information, and lots of photos.

This comprehensive brochure is very effective at showing visitors the wealth of unique attractions and making it easy for them to plan their trip. It will keep them in town longer, translating into more visitor spending.

Recommendation #9 (continued)

Activities/Storytelling Guide

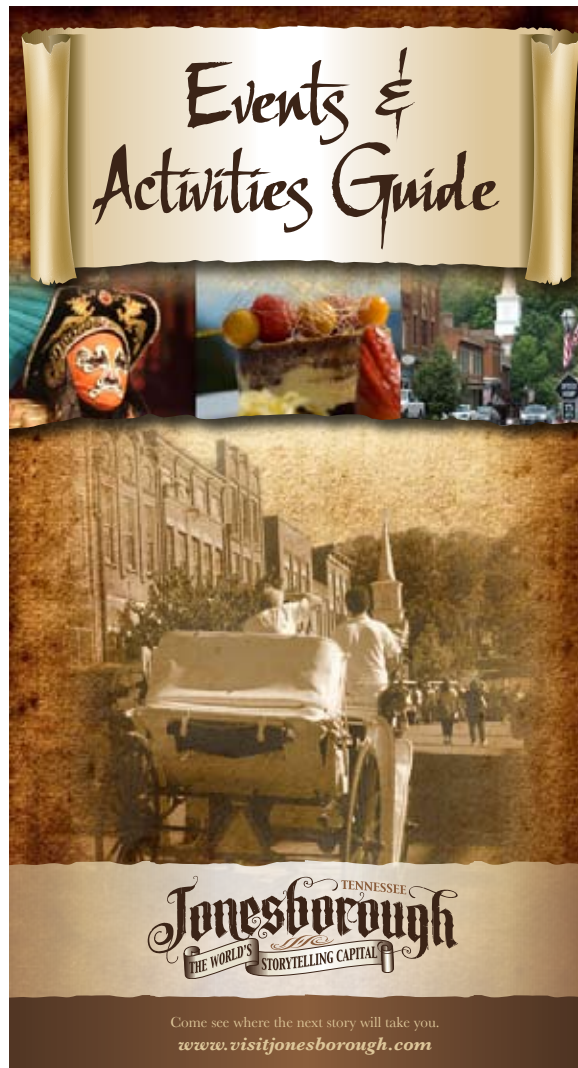
Implementation: Town of Jonesborough

Estimated cost: \$25,000 for initial design, printing, and production

\$15,000 annually ongoing

Timeline: 2009 Design and production

2010 Printing and distribution



Recommendation #10

Poster and bookmarks

A cost effective way to develop and promote the brand is through the creation and distribution of posters that hang in local restaurants, offices, hotel/ accommodation rooms as well as lobbies, retail shops, schools, real estate offices, etc. This promotes the image and branding message to local residents, visitors and workers. The creation of a bookmark is an inexpensive way to create top of mind awareness among visitors.

A frameable 17"x24" poster should be created using world-class photography or artwork of Jonesborough and displaying the Storytelling brand. One thousand posters should be printed and many framed, given away to local businesses, particularly restaurants, hotels, B&Bs, area attractions and resorts, schools and downtown retail stores. They should be free or perhaps \$1 to local residents and real estate firms and distributed with the purpose of building community pride.

A bookmark is an inexpensive way to create top of mind awareness among visitors. Bookmarks are typically used for extended periods of time, whereas materials like brochures are usually looked at and either tossed or filed away. Research has shown that of all giveaways (free marketing materials), bookmarks are the most often retained item.

The bookmarks should be in full color and have a similar look and feel to the poster (and other

marketing materials for continuity). It should have a heavy plastic coating to make it last longer and to give it a higher perceived value; people don't throw away things that seem expensive or of high quality. The bookmark would be printed in quantities of 10,000 and included with every Activities Guide, given away at events, placed in lodging rooms and in local shops.

The advantage of a bookmark is that it is used for extended periods of time. Every time the book is opened to the mark, the reader is reminded of Jonesborough. When it comes time for a regional escape or getaway, Jonesborough will be one of the first areas to come to mind.

Both the bookmark and poster should be redesigned every year or two, creating collectible editions.

Implementation: Town of Jonesborough and International Storytelling Center

Estimated cost: \$10,000

Timeline: 2009



Recommendation #11

Repair and upgrade the International Storytelling Center's facilities

The exterior of the Storytelling Center's education building should be repaired and repainted, and any other necessary repairs made to the structure. Improvements and enhancements should be made to the facilities as well, as funding permits. The RAA Plan contains suggestions for a number of enhancements, such as improvements to interior and exterior lighting, environmental controls, acoustics, interior millwork, furnishings, floor coverings, equipment and technology. Upgrades to the three acres of gardens and walkways at the Center are also suggested, adding nooks and crannies, benches, outdoor performance areas, a garden house and performance gazebo.

The addition of a sculptural chandelier inside the building tower is suggested, as well as the addition of a fountain in the plaza and a compass rose and map or story maze set into the base of the plaza. Enhancements in the courtyard are suggested, such as a bas-relief touch wall of colorful folklore, as well as storytelling themes added to architectural detailing throughout the interior.

Of primary immediate concern is conducting necessary repairs and painting to the building. This should be done as soon as possible. We also recommend that a fountain in the courtyard be placed on a high-priority status. The proposed enhancements to the facility will greatly improve visitors' experiences, and these suggestions should

be prioritized and implemented as funds become available.

Implementation: The International Storytelling Center working with the Town of Jonesborough

Approximate costs: TBD depending on scope of repairs and enhancements

Timeline: 2009 an ongoing

Recommendation 13: Expand the Storytelling brand throughout town



Recommendation #12

Expand the Storytelling brand throughout town

The storytelling brand already has a good beginning in Jonesborough, with the charming downtown, the National Storytelling Festival and the International Storytelling Center. We recommend steps be taken to expand the brand throughout the town, creating an all-encompassing storytelling experience that can be seen throughout the community. The RAA plan addresses this issue and we'd like to encourage and expand on those suggestions.

The RAA plan suggests several items in the section Townscape Elements and Interpretive Programs, including Storytelling-focused walking tours and guides, Picture the Past History Trail, and story benches, all of which are great suggestions for not only enhancing the visitor experience, but providing opportunities to expand the storytelling brand throughout the community.

Both the walking tours and the history trail provide the opportunity to share Jonesborough's important and interesting history in a storytelling format.

The story benches also allow stories to be told throughout the town. We recommend that the story benches be designed with the overall graphic look and feel of the brand and coordinate with the gateways and wayfinding system.

In addition, we recommend story murals or panels be installed at key locations throughout town. These would act as permanent storytellers that visitors could

enjoy any time throughout their visit. Some could focus on historical events or happenings that took place in Jonesborough, written in story format. Others could feature fictional tales, perhaps favorite Appalachian tall tales or stories with local origins.

It is important to continue the brand throughout the town in a permanent way. Although the Storytelling Center is the cornerstone, the rest of the town needs to reflect the storytelling brand to enhance the visitor experience and to truly own the brand.

Implementation: Brand Leadership Team

Approximate costs: TBD depending on scope of improvements.

Timeline: This is best done as a phased program. Begin in 2009.



Recommendation #13

Wayfinding and Gateways

Signage is important for any community. The easier it is for visitors to find their way around, the longer they will stay and the more they will spend. Gateways create a sense of arrival and an awareness of “place”. They turn an area of a town into a destination in and of itself.

The RAA plan recommends a wayfinding and interpretive signage program and we’d like to expand on that recommendation.

Jonesborough should contract with a professional wayfinding firm to develop a comprehensive wayfinding plan. The plan should include:

- Design and location of gateways for the downtown district – the gateways should create a grand statement, enhancing the storytelling theme
- Design and location analysis of directional signage
- Wayfinding system – inventory of attractions, amenities and services and the placement on each sign; testing for readability at speed; fit; design
- Signage specifications for bidding purposes, cost estimates, phasing and bid documentation
- Decorative pole banner designs
- Coordination with town, county and state for setbacks, restrictions and construction standards
- Design and placement recommendations for visitor information kiosks

The Wayfinding Plan should stipulate the precise wording and exact location for each new sign, as well as mounting options, so it can be used to obtain fabrication and installation bids from regional sign manufacturers.

The signs should all be designed in accordance with the storytelling brand and graphic identity and coordinate with other interpretive signage, as well as other installations such as story benches, and story murals or panels.

Include pedestrian wayfinding signage as well. Integrate the design with the storytelling theme, and include the trails, walks, amenities, and attractions, as well as some generalized restaurant signs, i.e. “Dining” or “Café.”

Visitor information kiosks should be designed to complement local architecture, as well as to enhance the storytelling brand. The kiosks should provide weatherproof brochure holders for 24/7 visitor information, as well as display maps, a calendar of events, visitor attractions, local services and amenities, lodging and dining options, and cross-sell regional attractions. They should have adequate lighting and include prominent signs indication “Visitor Information.”

Gateway signs are a key component of the plan, and they should make a powerful impression.

Implementation: The Town of Jonesborough

Estimated costs: Design of system - \$65,000; Visitor information kiosks \$5,000 each; Fabrication and installation TBD

Timeline:

Begin in 2009 with design; Fabrication and installation of visitor information kiosks should begin in 2010; fabrication and installation of signage and gateways TBD



Recommendation #14

Jonesborough Downtown Enhancements

Downtown Jonesborough is a charming town center, with unique shops and businesses housed in authentically restored historic buildings. It already has a lot that appeals to visitors. However, there is room for a number of improvements.

- Develop a master site plan that includes beautification and includes adding trails and walkways throughout the historic district to tie together many of the sites and amenities. The area between Main Street and the creek should be planned to add depth to the downtown core. The trails and walkways should be landscaped and include interpretive signage for the historical and environmental attractions along each route. The RAA Plan outlines three specific trails and walks that include a historic trail, a nature walk, and a horse tour. Besides providing routes for ease of transportation, these trails and walks also enhance the experience of Jonesborough and provide additional activities for visitors.

The plan also should include additional landscaping throughout town to enhance the ambiance. The RAA Plan outlines various locations, including the downtown business district, the highways leading to the business district, entrances to the business district, public areas, and along the creek through the historic district. Private business and property owners could be motivated to beautify their properties and businesses with an awards program.

Be careful not to add unnecessary “clutter” to downtown, however. Downtown Jonesborough’s historic ambiance needs to be retained, so signage and any other added elements must be discreet, with an authentic historical and natural appearance, and should never make downtown appear cluttered.

- Create the History Visitors Center downtown, as suggested by the RAA Plan. This would help protect the log structure of the Christopher Taylor Log House, as well as provide information about Jonesborough and its history through stories. It would be a natural place to begin historic walking tours and would greatly enhance the visitor experience, as well as tie together Jonesborough’s themes of history and storytelling.

- Add public restrooms downtown. The current public restrooms are located in an out-of-the-way spot, and are rustic. We recommend building new restroom facilities downtown. Ideally, if the city builds a History Visitors Center, as suggested by the RAA Plan, on the site of the Christopher Taylor Log House, the restrooms would be located in this Visitors Center.

One of the most important visitor amenities is adequate public restroom facilities. These can make the difference between allowing visitors to stay several more hours, or leave before they’re done spending money. When restrooms are located near shopping and dining, visitors who stop primarily to



Recommendation #14 (continued)

Jonesborough Downtown Enhancements

use the restrooms are much more likely to spend money and linger in the area.

- Add more downtown lighting. The key will be to make the lighting subtle, so that it enhances the historic ambiance of downtown, and doesn't add a flashy or gaudy appearance at all. We suggest lighting the buildings with a subtle glow from small flood lights and flush-mounted lights that gently illuminate the landscaping and the buildings' exteriors.
- Consider replacing the sidewalks downtown with brick pavers. Much of the downtown sidewalks are not in good condition. Brick pavers will allow repairs of the sidewalks when the tree roots start making the walks buckle and crack. As grant funds become available, consider this replacement.
- Downtown Jonesborough's unique historic ambiance should be protected through specialized zoning. Consider enacting zoning to regulate formula retail development standards in the historic downtown. (Sample ordinance is included in the Supplemental Information section of this Plan.)

Implementation: The Brand Leadership Team and the Town of Jonesborough, plus individual property owners and merchants

Estimated costs:

- Restrooms – approximately \$100,000. If built in conjunction with the History Visitors Center downtown as suggested by the RAA Plan, the cost is to be determined, depending upon the size and scope of the proposed visitor center.
- Beautification plan including trails and landscaping – TBD depending on scope.
- Architectural lighting – Depends upon the extent of the project.

Timeline: Planning – 2009 and 2010; Implementation 2010 and ongoing.



Recommendation #15**Downtown Business Recruitment**

The number one activity of visitors is shopping and dining in a pedestrian setting, and that's where the majority of visitor spending takes place. In order to attract visitors for shopping and dining, a community needs to have a critical mass of destination retail shops and restaurants. The minimum necessary to achieve the critical mass is ten retail shops (gifts, home accents, jewelry, gardening, clothing, etc.) ten restaurants (or places that offer food, such as delis, sandwich shops, coffee shops, sit-down dining, confectionaries, soda shops, bistros, etc.), and ten places open after 5 p.m. (entertainment, shops, dancing, music, food, etc.) and these should all be within a two-block area.

Downtown Jonesborough is a charming destination, and already has a number of very enjoyable retail shops that are appealing to visitors as well as residents. There is a shortage of dining options downtown, however – there are several places to eat, but not many dinner options. There also aren't many places open after 5:00 p.m., which leaves overnight visitors with nothing to do but sit in their rooms or travel out of town in the evenings.

We recommend the Town of Jonesborough begin an economic development recruitment effort to recruit the following types of restaurants:

- Sit-down dining
- Coffee shop with evening hours
- Italian dining
- Brewery serving lunch and dinner with live music, open evenings

Additional retail shops should be recruited:

- Bookstore with coffee shop
- Art gallery
- Wine store/wine bar

These shops should be local-type shops, unique establishments that offer goods and services not found in shopping malls.

Implementation: Town of Jonesborough and Johnson City/Jonesborough/Washington County Economic Development Board

Estimated cost: Staff time

Timeline: 2010



Recommendation #16

RV Park

Recruit a new RV Park development close to downtown Jonesborough. There are several scattered in outlying towns, but none close by. Developing an RV park will not only serve visitors, but will also help to house visiting storytellers, traveling musicians, street vendors, entertainers and event organizers.

One of the fastest growing segments in tourism is RV travel. Driven by the baby-boomer generation, RV travel continues to grow despite fluctuations in the price of gasoline and diesel. Many of these travelers have enough disposable income to support the traveling lifestyle and those affected by the price increases are looking for destinations closer to home where they can stay for a few days.

The RV park should be first-class and include the following:

- Full hook-ups – water, electricity, sewer and cable TV
- Wi-fi access
- Convenience store, laundry facilities and showers
- 50, 30, and 20 amp power
- Pull through and back in spaces for all sizes
- Landscaped grounds, shade trees and paved pads
- Gates and year-round, on-site management
- Picnic and play areas

Providing an attractive and convenient RV park, as an alternative to traditional lodging, will also make Jonesborough attractive to groups who might use the ISC for events or to RV groups that plan events around themes. Dozens of RV groups could be hosted each year with a focus on storytelling.

Implementation: Town of Jonesborough

Estimated cost: Staff time

Timeline: 2010

Recommendation #17

Periodic facilitation of the plan

Contract with an outside firm to provide facilitation services to assist with implementation of the plan two times a year for the first three years. The facilitator should meet with the Brand Leadership Team and representatives from all the organizations that are responsible for implementation of the different parts of the plan. During this meeting/workshop, everyone would go through their list of tasks and give status reports. They would discuss next steps, determine if changes need to be made, and talk about their progress. These meetings would help the community keep on track. If all is going well after three meetings the first year, it might be necessary to only do this once or twice in the following two years. At the end of the third year, the plan should be reviewed and updated.

With any long-term plan that involves several different organizations, keeping on track can have challenges. Engaging an outside facilitator periodically throughout implementation will help keep the goals in focus and the tasks on track.

Implementation: Brand Leadership Team

Estimated cost: \$5,000 each facilitation

Timeline: 2009 and ongoing

Recommendation #18**Update the plan every three years**

Because a successful brand is built on product – what a visitor can experience – branding a community can take years. Throughout the implementation process, it is important for the brand champions to keep on track, keep motivated and keep working towards the goal. Every three years we recommend that the entire plan be revisited to analyze the progress to date, determine if any unforeseen developments have arisen that affect the plan and to refocus and reenergize all those working on implementation.

Regardless of everyone's best efforts to implement the plan, as time goes on difficulties may arise, unforeseen circumstances can complicate the process and the big picture can become clouded as people work on their individual tasks. Updating the plan every three years will help keep the plan true to its core principals, yet flexible enough to deal with future contingencies that may arise.

Implementation: Brand Leadership Team

Estimated cost: \$35,000

Timeline: 2012





Supplemental Information

Review of Previous Plans and Studies

The following is a summary of our review of the various plans prepared for Jonesborough over the past 10 years.

Jonesborough Community Vision Plan (for the Highway 11E Corridor) – Feb. 1997

Jonesborough's Vision for the Future

1. Controlled, regulated growth
2. Business prosperity reinforces quality of life
3. Commercial growth focused on Highway 11E corridor
4. Residential growth should respect scenic quality landscape

Public Participation Overview

1. Parking, landscaping and signage regulations for Hwy. 11E corridor
2. Complementary architecture, rather than fractured style
3. Center, landscaped median for Hwy. 11E corridor
4. Safe pedestrian access accompanies controlled growth
5. Preserving the small-town character
6. Improved park facilities, sidewalks and pedestrian access

Implementation

1. Analysis of the 11E corridor
 - A. Corridor should retain and build upon landscaping/greenery
 - B. Build landscape buffers, where appropriate
 - C. Reduce size and height of commercial signage
 - D. Plant trees on all developing frontage
 - E. Relocate parking to back or side of businesses
 - F. Restrict building height and size
2. Action Strategies
 - A. Implement design guidelines
 - B. Work with existing business to adapt to guidelines
 - C. Improve the center median strip
 - D. Improve street trees and landscape buffers
 - E. Provide safe pedestrian crossings and bicycle pathways
 - F. Eliminate overhead utility lines

- G. Restrict height and use façade design conformities
- H. Minimize curb cuts
- I. Improve parking lot location and landscaping
- J. Adherence to sign design guidelines
- K. Standardize lighting for beautification, safety and reduction of residential annoyance
- L. Provide safe pedestrian access on all sidewalks
- M. Improve storm water management system

Community Workshops

1. Questions posed to community in the fall of 1995
 - A. Describe how you view Jonesborough today?
 - B. What do you expect Jonesborough to look like in 2015?
 - C. What is your ideal view of Jonesborough in 2015?
2. Top-rated slides
3. Community Vision Plan Written Survey

Jonesborough General Plan – June 2001

1. Community Goals, processes and methodologies should always involve the community
2. Improved financial conditions should enable the town to address public improvements
3. Regional planning authority enhances the town's ability to effectively plan for its potential growth area.
4. Jonesborough's water source, treatment and collection systems need updating to avoid flooding.
5. In order to continue socio-economic growth, Jonesborough needs to focus on retail and service industries, rather than manufacturing and industry
6. Land use is limited for residential, business and industrial growth due to costly measures needed to improve areas prone to flooding and an aging water system.
7. Flow improvements, parking expansion, adequate and safe sidewalks are vital to Jonesborough's 11E corridor growth.
8. Through further development of parks, recreation areas, public safety entities, infrastructure, Jonesborough can remain a viable city.
9. Where and when appropriate, Jonesborough will carefully develop land to continue guided growth.
10. Jonesborough should encourage the preservation of the tax base through the practice of sound land use decisions.
11. Jonesborough should recruit and retain businesses and services that fulfill market demands
12. Jonesborough should support and encourage the development of parks and recreational spaces, historic sites, cultural institutions/festivals to the public at a low cost.

Jonesborough Building Standards and Guidelines

The document calls for the thoughtful consideration of improvements upon historic buildings and new buildings under design, maintaining a consistent look and character by adhering to:

- A. general standards
- B. general guidelines
- C. masonry guidelines
- D. wood guidelines
- E. metal roofing and other architectural metal guidelines
- F. roof guidelines
- G. window guidelines
- H. entrance and porch guidelines
- I. store front guidelines
- J. surface coating and finish guidelines
- K. structural system guidelines
- L. interior space guidelines
- M. utility guideline
- N. building addition guidelines
- O. outbuilding and other site structure guidelines
- P. new construction guidelines
- Q. demolition guidelines

Jonesborough Advertising Standards and Guidelines

The document provides standards and guidelines that “are intended to help the business community maintain and build the already viable harmony of commercial prosperity and historic preservation.”

It’s purpose and intent is to:

1. To encourage good design in the overall image and visual environment of the town.
2. To protect property values, to enhance the appearance of the business community and to stimulate the economic vitality of Jonesborough.
3. To ensure that signs are adequate, but not excessive, for the intended purpose of identification or advertisement.
4. To avoid excessive competition for signs so that permitted signs provide identification and direction while minimizing clutter and unsightliness.

Jonesborough Executive Summary of 2002 Tourism Survey

Conducted on two separate weekends in 2002, the tourism survey revealed that:

1. 65% of the respondents were female
2. 50% were older than 55
3. 48% had completed college
4. 65% were from the southeast
5. Most had been told to visit Jonesborough by a friend or family member
6. 77% planned on staying just the day
7. 50% said that shopping was the primary lure
8. 69% knew about the storytelling center
9. 30% planned to visit the storytelling center
10. 55% knew of the storytelling festival
11. 21% had already attended a storytelling event
12. 53% were interested in storytelling
13. 82% said that they would return to Jonesborough for another visit

Jonesborough Landscape Park Proposal/ Carriage House/Dunkin Meadows Livery

Over the course of the past twenty years, there have been four proposals, which take advantage of the land next to and around the Duncan House and Visitors Center. Two of the proposals have worked current-standing structures (Oak Hill School, Tailor Shop and Duncan House) into a developed park setting, complete with trails, shelters and landscaping and gate entrance.

The other two proposals have the large open space (next to the Duncan House) warranting a carriage house/livery. Both instances recommend a facility to house the horses and carriages currently used as a tourism attraction and in wedding events around Jonesborough.

Jonesborough Landscaping Proposal – 2007

Equinox Environmental of Asheville, NC was hired by the Town of Jonesborough to develop a landscape proposal. The objective of this proposal was to:

1. Achieve a distinct landscape aesthetic for:
 - a. New developments
 - b. Medians
 - c. Roadsides
 - d. Open Spaces
2. Use vegetation indicative to the southern Appalachian Mountains
3. Use sustainable landscape techniques
4. And in doing so:
 - a. Reduce erosion from construction sites
 - b. Improve water quality
 - c. Reduce the town's maintenance costs

Completion of this project was slated for December of 2007.

International Storytelling Center – Horizon Project – 2007

The International Storytelling Center's (ISC) Horizon Project will pursue three strategies for success:

1. "Strengthen our foundation"
 - a. Jonesborough and the ISC will become an international tourist destination, using storytelling as the cornerstone of visitor's experiences
 - b. Jonesborough and the ISC will serve as a laboratory for piloting, refining and launching national and international education outreach programs
 - c. Jonesborough and the ISC will become a role model to help cities around the world with developing stronger and vibrant communities by tapping into their narrative assets

And in doing so, the ISC will:

- d. Conduct a year-long program of storytelling activities
 - e. Prepare and update the ISC facility with new technology, equipment and upgrades
 - f. Expand the ISC Web site into an online network that provides a global presence for storytelling, communication and learning
2. "Launch a new program of service"
 - a. The ISC will provide learners with information and understanding about how and why stories work in our lives, our organizations, and communities

- b. The ISC will teach the learners how to discover, craft and tell their stories
- c. The ISC will guide the learners in sharing their stories to achieve their goals.

And in doing so will:

- d. Produce educational courses, learning systems, seminars and mentoring program, beginning in 2008
- e. Stage an international convention in June of 2009 that will be a "first-of-its-kind" event
- f. Develop a subscription service in the form of newsletters, CD/DVD recordings and Web broadcasts, which will be available in 2008

3. "Ensure our future"

- a. The ISC will strengthen its operational management by adding a Chief Operating Office to lead the ISC staff and all their endeavors
- b. The ISC will improve their processes and systems to improve its capacity for success
- c. The ISC will provide financial stability by eliminating short-term debt.

Jonesborough Interpretive Master Plan – Ralph Applebaum and Associates – 2007

Ralph Applebaum and Associates (RAA), retained by the Town of Jonesborough to develop a master plan for developing Jonesborough into the “storytelling capitol of the United States.” RAA is world-renowned for their work in interpretive museum design.

Within RAA’s interpretive master plan, they recommend:

1. Moving the county history museum into the historic district
2. Re-purpose the visitor center as a community center
3. Relocate Museum archives to climate-controlled space
4. Renovate the Jackson Theater
5. Build a new museum
6. Provide outdoor interpretive installations
7. Build “story benches” with actors in costume to be placed throughout town
8. “Picture the Past” history trail will provide visitors with a look to the past
9. “Whirligigs” built by local artisans to recall folk art traditions
10. Create wire frames of architectural “ghosts” for the purpose of illuminating night-time storytelling and visual display
11. Spring Street exhibits will tell the story of where workers and the early 20th century African American community lived
12. Provide tours of the old Jonesborough Cemetery
13. Transform the exterior of International Storytelling Center with seasonal floral displays, fountain or wishing well, children’s playground, story paths and the clock tower activating shadow stories on-the-hour
14. Interior media presentations could include:
 - a. A short film about the art of storytelling
 - b. A short film on the history of Jonesborough,
 - c. A promotional AV production about future plans to preserve the legacy and future of Jonesborough
 - d. A permanent exhibition for the ISC
 - e. “Hands On” exhibits for young visitors
 - f. Create a program of traveling exhibits
 - g. Provide storytelling workshops
 - h. Provide history-telling workshops
 - i. Provide a “StoryCorps” booth for people to record their stories
 - j. Create outreach programs (educational story telling kits)
 - k. Create a storytelling radio station
15. “A town for all seasons” is developed to provide year-round storytelling activities
16. “Jonesborough Nights” will provide visitors with evening activities during the high-season
17. “Building Histories” will provide Jonesborough merchants with histories of their buildings and historical anecdotes
18. “Family Archives” will provide families with tools to preserve, research and develop their family history
19. “Town Walking Tours and Guides” are like a town scavenger hunt, written for all age levels and interests that highlights the town’s history and amenities
20. “Nature Trails” are guided walking-tours throughout the surrounding landscape and woods, which highlight health, history and environmental awareness
21. “Town Living” focuses on Jonesborough’s merchants providing a constellation of retail elements that make a town fun, lively and engaging
22. “Strolling Photographer” will capture images of visitors, meant to be taken home as souvenirs
23. “Artist Loft Colony” will establish an artist’s colony in the George Washington Carver School with studios and living spaces

Jonesborough: An American Front Porch – Master Interpretation Plan

America's Front Porch is determined to make Jonesborough the American destination for storytelling. In doing so, they have set the following goals:

1. Develop a series of initiatives to tell "Jonesborough's Story" in a variety of creative and unique ways to improve heritage, education and tourism
2. Develop a plan to effectively utilize historically significant buildings and landscapes in Jonesborough to enhance Jonesborough's heritage, education and tourism effort
3. Create a way to enhance Jonesborough's central brand as the "Mecca" for storytelling in the U.S.
4. Develop a comprehensive plan to celebrate the contribution of African-Americans in the history of Jonesborough
5. Initiate an effort to focus on the culture and values that are characteristic to Jonesborough as a small Appalachian town, and create initiatives to teach and communicate these characteristics in our heritage, education and tourism program
6. Create the partnership among various Jonesborough-area organizations that is needed to carry out a comprehensive plan to enhance heritage, education and tourism
7. Develop strategies to enhance regional cooperation in heritage preservation, education, and tourism that improves the ability of all communities in Northeast Tennessee to attract visitors and improve their quality of life

A proposed partnership to help achieve America's Front Porch goals is formed by the International Storytelling Center, the Town of Jonesborough, the Heritage Alliance, the Jonesborough Repertory Theatre and the State of Tennessee. The partnership's five keys to success are:

1. Branding and marketing. Make Jonesborough the "Storytelling Capitol of the World" and a national travel destination
2. Signature Storytelling Program. Exhibits, story harvesting and telling, and storytelling productions become a series of focused activities in Jonesborough
3. Historic Site Development. Interpretive exhibits at the Chester Inn and the restoration of the Christopher Taylor Log House are but two historical projects
4. Telling Tennessee's Stories. Jonesborough will become the model for harvesting, telling and celebrating Tennessee's native stories.
5. Tennessee State Park. Make Jonesborough the epicenter of a state "storytelling" park that includes the town and the ISC.

The Northeast Tennessee Tourism Association (NETTA) serves eight counties, including Jonesborough's Washington County. NETTA's tourism campaign will promote "Tales and Trails," by giving visitors the opportunity to experience the region through online videos and stories.

In the coming year, NETTA hopes to increase traditional and online inquiries; increase Web site traffic; and enhance its brand image. Their strategy is to target Baby-Boomers and young families in the Southeast, while utilizing new online components and thereby creating an increased interest in tourism.

As part of their online efforts, NETTA will: develop a regional map with embedded videos of historic downtown areas, reformat the functionality of the "Tales and Trails" online interface and map to incorporate the benefits of flash technology, add interactivity to the online visitors guide by providing it in a flip-book format and continue the podcast of weekly regional events.

Demographic Information and Tapestry Studies



Jonesborough

Demographic and Income Profile

Prepared by DDI

Latitude: 36.2943
Longitude: -82.4728
Radius: 50.0 miles

jonesborough, TN 37659 Site Type: Radius

Summary	2000	2008	2013
Population	979,988	1,038,416	1,075,170
Households	402,943	436,320	456,430
Families	275,907	290,162	298,208
Average Household Size	2.35	2.29	2.27
Owner Occupied HUs	295,973	320,510	330,952
Renter Occupied HUs	106,969	115,810	125,478
Median Age	38.7	41.2	43.0
Trends: 2008-2013 Annual Rate	Area	State	National
Population	0.7%	1.19%	1.23%
Households	0.91%	1.31%	1.26%
Families	0.55%	0.99%	1.05%
Owner HHs	0.64%	1.13%	1.07%
Median Household Income	2.88%	3.69%	3.19%

	2000		2008		2013	
Households by Income	Number	Percent	Number	Percent	Number	Percent
<\$15,000	94,578	23.5%	79,139	18.1%	72,441	15.9%
\$15,000 - \$24,999	68,479	17.0%	59,189	13.6%	54,114	11.9%
\$25,000 - \$34,999	61,522	15.3%	56,969	13.1%	52,839	11.6%
\$35,000 - \$49,999	70,896	17.6%	75,286	17.3%	72,487	15.9%
\$50,000 - \$74,999	63,341	15.7%	90,744	20.8%	105,437	23.1%
\$75,000 - \$99,999	23,414	5.8%	40,339	9.2%	51,026	11.2%
\$100,000 - \$149,999	13,057	3.2%	21,126	4.8%	30,794	6.7%
\$150,000 - \$199,000	3,507	0.9%	6,203	1.4%	6,501	1.4%
\$200,000+	4,292	1.1%	7,323	1.7%	10,791	2.4%
Median Household Income	\$30,995		\$39,087		\$45,040	
Average Household Income	\$40,971		\$50,501		\$57,399	
Per Capita Income	\$17,167		\$21,716		\$24,909	

Population by Age	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	54,680	5.6%	57,714	5.6%	58,322	5.4%
5 - 9	58,695	6.0%	56,813	5.5%	56,477	5.3%
10 - 14	60,252	6.1%	58,028	5.6%	60,286	5.6%
15 - 19	64,721	6.6%	63,044	6.1%	65,666	6.1%
20 - 24	65,408	6.7%	63,087	6.1%	64,465	6.0%
25 - 34	132,013	13.5%	129,445	12.5%	117,079	10.9%
35 - 44	147,487	15.0%	148,513	14.3%	145,746	13.6%
45 - 54	141,641	14.5%	156,984	15.1%	165,304	15.4%
55 - 64	107,310	11.0%	138,483	13.3%	157,660	14.7%
65 - 74	80,169	8.2%	89,334	8.6%	99,827	9.3%
75 - 84	50,581	5.2%	54,574	5.3%	58,258	5.4%
85+	17,029	1.7%	22,397	2.2%	26,081	2.4%

	2000		2008		2013	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	929,869	94.9%	973,637	93.8%	1,000,638	93.1%
Black Alone	29,418	3.0%	34,745	3.3%	37,558	3.5%
American Indian Alone	2,405	0.2%	2,948	0.3%	3,285	0.3%
Asian Alone	3,839	0.4%	5,954	0.6%	7,544	0.7%
Pacific Islander Alone	218	0.0%	306	0.0%	371	0.0%
Some Other Race Alone	6,428	0.7%	10,356	1.0%	13,523	1.3%
Two or More Races	7,812	0.8%	10,471	1.0%	12,251	1.1%
Hispanic Origin (Any Race)	15,729	1.6%	24,548	2.4%	31,416	2.9%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2008 and 2013.



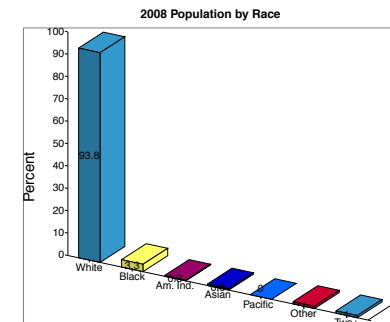
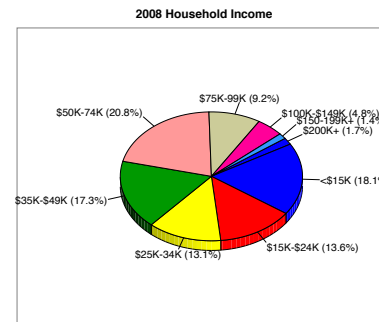
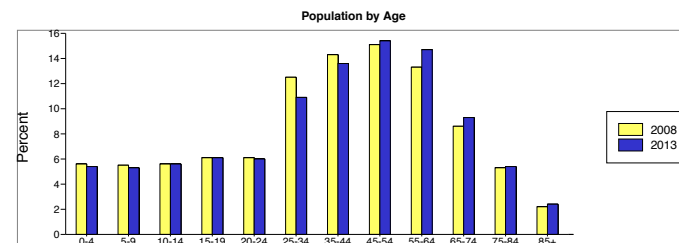
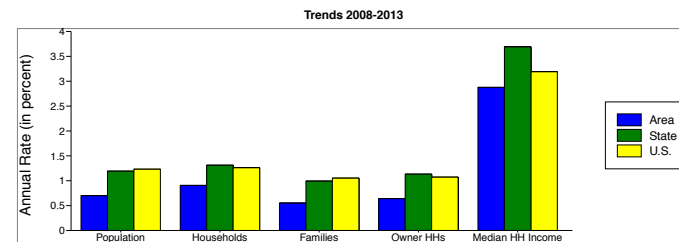
Jonesborough

Demographic and Income Profile

Prepared by DDI

Latitude: 36.2943
Longitude: -82.4728
Radius: 50.0 miles

jonesborough, TN 37659 Site Type: Radius



2008 Percent Hispanic Origin: 2.4%



Jonesborough

Demographic and Income Profile

Prepared by DDI

Latitude: 36.2943

Longitude: -82.4728

Radius: 100.0 miles

jonesborough, TN 37659

Site Type: Radius

Summary	2000	2008	2013
Population	4,046,830	4,330,846	4,520,096
Households	1,630,031	1,782,437	1,875,954
Families	1,138,954	1,208,354	1,250,663
Average Household Size	2.42	2.37	2.35
Owner Occupied HUs	1,202,246	1,311,889	1,364,857
Renter Occupied HUs	427,785	470,548	511,097
Median Age	37.8	40.3	42.0

Trends: 2008-2013 Annual Rate

	Area	State	National
Population	0.86%	1.19%	1.23%
Households	1.03%	1.31%	1.26%
Families	0.69%	0.99%	1.05%
Owner HHs	0.79%	1.13%	1.07%
Median Household Income	2.95%	3.69%	3.19%

	2000		2008		2013	
Households by Income	Number	Percent	Number	Percent	Number	Percent
< \$15,000	361,694	22.2%	304,688	17.1%	281,348	15.0%
\$15,000 - \$24,999	264,814	16.2%	226,905	12.7%	208,898	11.1%
\$25,000 - \$34,999	240,131	14.7%	223,737	12.6%	202,935	10.8%
\$35,000 - \$49,999	286,256	17.6%	295,868	16.6%	285,774	15.2%
\$50,000 - \$74,999	273,139	16.7%	373,777	21.0%	436,121	23.2%
\$75,000 - \$99,999	106,800	6.5%	194,069	10.9%	232,625	12.4%
\$100,000 - \$149,999	62,620	3.8%	100,057	5.6%	144,714	7.7%
\$150,000 - \$199,000	15,837	1.0%	29,146	1.6%	33,744	1.8%
\$200,000+	19,431	1.2%	34,185	1.9%	49,788	2.7%
Median Household Income	\$32,589		\$41,214		\$47,657	
Average Household Income	\$43,048		\$53,656		\$61,092	
Per Capita Income	\$17,630		\$22,425		\$25,724	

	2000		2008		2013	
Population by Age	Number	Percent	Number	Percent	Number	Percent
0 - 4	241,460	6.0%	257,202	5.9%	263,043	5.8%
5 - 9	260,511	6.4%	253,401	5.9%	254,527	5.6%
10 - 14	263,709	6.5%	258,506	6.0%	268,689	5.9%
15 - 19	269,119	6.7%	272,239	6.3%	284,951	6.3%
20 - 24	260,919	6.4%	258,888	6.0%	268,634	5.9%
25 - 34	555,177	13.7%	543,247	12.5%	503,776	11.1%
35 - 44	621,977	15.4%	623,121	14.4%	611,206	13.5%
45 - 54	578,929	14.3%	656,591	15.2%	698,458	15.5%
55 - 64	420,857	10.4%	561,434	13.0%	647,378	14.3%
65 - 74	312,386	7.7%	348,553	8.0%	394,184	8.7%
75 - 84	197,178	4.9%	211,168	4.9%	224,394	5.0%
85+	64,607	1.6%	86,494	2.0%	100,857	2.2%

	2000		2008		2013	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	3,666,833	90.6%	3,861,181	89.2%	3,984,515	88.2%
Black Alone	258,147	6.4%	291,124	6.7%	311,746	6.9%
American Indian Alone	16,770	0.4%	20,524	0.5%	23,037	0.5%
Asian Alone	31,107	0.8%	47,387	1.1%	60,407	1.3%
Pacific Islander Alone	1,195	0.0%	1,643	0.0%	1,996	0.0%
Some Other Race Alone	36,757	0.9%	60,369	1.4%	80,468	1.8%
Two or More Races	36,021	0.9%	48,618	1.1%	57,927	1.3%
Hispanic Origin (Any Race)	87,897	2.2%	135,422	3.1%	174,333	3.9%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2008 and 2013.



Jonesborough

Demographic and Income Profile

Prepared by DDI

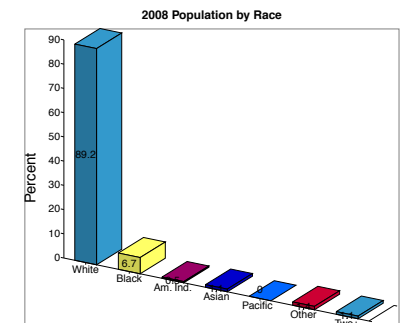
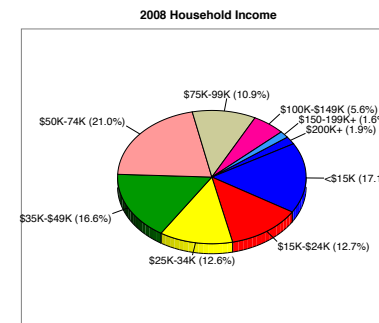
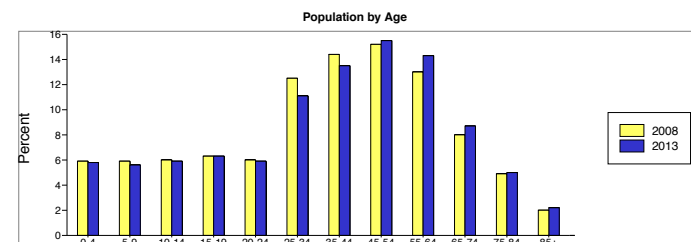
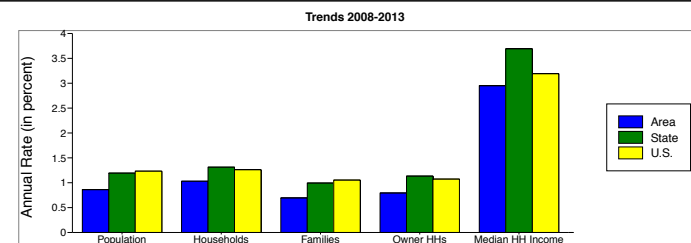
Latitude: 36.2943

Longitude: -82.4728

Radius: 100.0 miles

jonesborough, TN 37659

Site Type: Radius



2008 Percent Hispanic Origin: 3.1%



Jonesborough

Demographic and Income Profile

Prepared by DDI

Latitude: 36.2943

Longitude: -82.4728

Radius: 150.0 miles

jonesborough, TN 37659 Site Type: Radius

Summary	2000	2008	2013
Population	9,449,426	10,406,375	11,082,990
Households	3,758,562	4,215,575	4,518,265
Families	2,621,568	2,852,469	3,009,092
Average Household Size	2.45	2.41	2.39
Owner Occupied HUs	2,736,927	3,069,372	3,252,599
Renter Occupied HUs	1,021,635	1,146,203	1,265,666
Median Age	36.8	39.1	40.5

Trends: 2008-2013 Annual Rate	Area	State	National
Population	1.27%	1.19%	1.23%
Households	1.4%	1.31%	1.26%
Families	1.07%	0.99%	1.05%
Owner HHs	1.17%	1.13%	1.07%
Median Household Income	3.29%	3.69%	3.19%

	2000		2008		2013	
Households by Income	Number	Percent	Number	Percent	Number	Percent
< \$15,000	765,968	20.4%	642,720	15.2%	596,468	13.2%
\$15,000 - \$24,999	572,356	15.2%	496,620	11.8%	452,862	10.0%
\$25,000 - \$34,999	536,541	14.3%	488,291	11.6%	441,873	9.8%
\$35,000 - \$49,999	650,634	17.3%	670,314	15.9%	646,201	14.3%
\$50,000 - \$74,999	668,065	17.8%	887,893	21.1%	1,026,738	22.7%
\$75,000 - \$99,999	284,176	7.6%	516,133	12.2%	618,846	13.7%
\$100,000 - \$149,999	179,994	4.8%	311,668	7.4%	444,019	9.8%
\$150,000 - \$199,000	46,665	1.2%	93,465	2.2%	120,101	2.7%
\$200,000+	56,241	1.5%	108,465	2.6%	171,151	3.8%
Median Household Income	\$35,101		\$45,052		\$52,976	
Average Household Income	\$46,638		\$59,638		\$69,635	
Per Capita Income	\$18,828		\$24,483		\$28,733	

Population by Age	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	590,747	6.3%	650,089	6.2%	684,983	6.2%
5 - 9	627,662	6.6%	635,569	6.1%	654,555	5.9%
10 - 14	628,324	6.6%	644,720	6.2%	682,019	6.2%
15 - 19	635,295	6.7%	675,457	6.5%	718,569	6.5%
20 - 24	630,421	6.7%	658,493	6.3%	704,894	6.4%
25 - 34	1,339,778	14.2%	1,334,718	12.8%	1,299,493	11.7%
35 - 44	1,475,399	15.6%	1,517,853	14.6%	1,503,887	13.6%
45 - 54	1,328,439	14.1%	1,563,847	15.0%	1,699,529	15.3%
55 - 64	933,034	9.9%	1,286,090	12.4%	1,511,374	13.6%
65 - 74	688,567	7.3%	776,316	7.5%	893,089	8.1%
75 - 84	430,811	4.6%	471,788	4.5%	504,621	4.6%
85+	140,949	1.5%	191,435	1.8%	225,977	2.0%

Race and Ethnicity	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
White Alone	8,123,693	86.0%	8,738,381	84.0%	9,157,922	82.6%
Black Alone	997,371	10.6%	1,161,112	11.2%	1,272,256	11.5%
American Indian Alone	33,358	0.4%	42,342	0.4%	48,699	0.4%
Asian Alone	92,996	1.0%	146,808	1.4%	191,520	1.7%
Pacific Islander Alone	2,767	0.0%	3,981	0.0%	4,954	0.0%
Some Other Race Alone	107,103	1.1%	185,645	1.8%	251,744	2.3%
Two or More Races	92,138	1.0%	128,106	1.2%	155,895	1.4%
Hispanic Origin (Any Race)	247,084	2.6%	395,279	3.8%	517,609	4.7%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2008 and 2013.



Jonesborough

Demographic and Income Profile

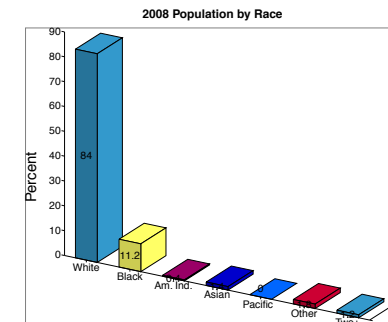
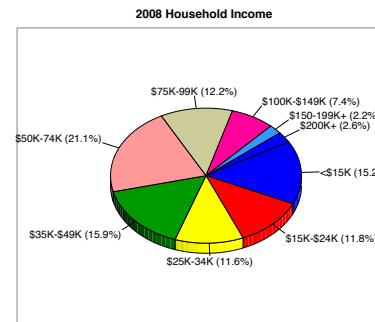
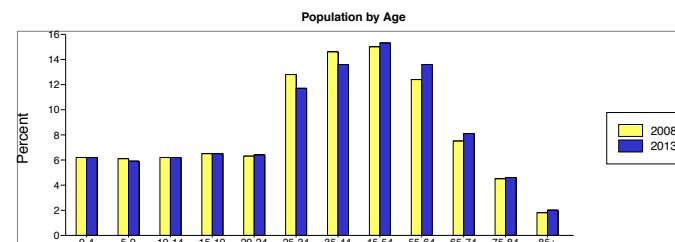
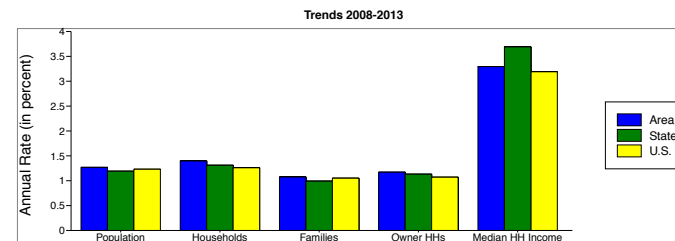
Prepared by DDI

Latitude: 36.2943

Longitude: -82.4728

Radius: 150.0 miles

jonesborough, TN 37659 Site Type: Radius



2008 Percent Hispanic Origin: 3.8%



Jonesborough

Demographic and Income Profile

DDI

Latitude: 36.2941

Longitude: -82.4735

Radius: 100.0 miles

Site Type: Radius

Summary	2000	2008	2013
Population	4,046,696	4,330,635	4,519,915
Households	1,630,058	1,782,408	1,875,941
Families	1,138,885	1,208,268	1,250,581
Average Household Size	2.42	2.37	2.35
Owner Occupied HUs	1,202,149	1,311,788	1,364,765
Renter Occupied HUs	427,909	470,620	511,176
Median Age	37.8	40.3	42.0

Trends: 2008-2013 Annual Rate	Area	State	National
Population	0.86%	1.19%	1.23%
Households	1.03%	1.31%	1.26%
Families	0.69%	0.99%	1.05%
Owner HHs	0.79%	1.13%	1.07%
Median Household Income	2.95%	3.69%	3.19%

Households by Income	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	361,667	22.2%	304,662	17.1%	281,323	15.0%
\$15,000 - \$24,999	264,816	16.2%	226,883	12.7%	208,881	11.1%
\$25,000 - \$34,999	240,121	14.7%	223,732	12.6%	202,935	10.8%
\$35,000 - \$49,999	286,266	17.6%	295,830	16.6%	285,735	15.2%
\$50,000 - \$74,999	273,162	16.8%	373,808	21.0%	436,143	23.2%
\$75,000 - \$99,999	106,804	6.5%	194,069	10.9%	232,639	12.4%
\$100,000 - \$149,999	62,646	3.8%	100,073	5.6%	144,723	7.7%
\$150,000 - \$199,000	15,839	1.0%	29,153	1.6%	33,754	1.8%
\$200,000+	19,438	1.2%	34,193	1.9%	49,802	2.7%
Median Household Income	\$32,591		\$41,217		\$47,661	
Average Household Income	\$43,052		\$53,660		\$61,097	
Per Capita Income	\$17,632		\$22,427		\$25,727	

Population by Age	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	241,420	6.0%	257,161	5.9%	263,007	5.8%
5 - 9	260,479	6.4%	253,361	5.9%	254,491	5.6%
10 - 14	263,684	6.5%	258,472	6.0%	268,652	5.9%
15 - 19	269,116	6.7%	272,223	6.3%	284,926	6.3%
20 - 24	260,937	6.4%	258,891	6.0%	268,639	5.9%
25 - 34	555,190	13.7%	543,247	12.5%	503,796	11.1%
35 - 44	621,953	15.4%	623,082	14.4%	611,173	13.5%
45 - 54	578,923	14.3%	656,565	15.2%	698,427	15.5%
55 - 64	420,836	10.4%	561,432	13.0%	647,370	14.3%
65 - 74	312,374	7.7%	348,536	8.0%	394,184	8.7%
75 - 84	197,175	4.9%	211,171	4.9%	224,390	5.0%
85+	64,610	1.6%	86,496	2.0%	100,861	2.2%

Race and Ethnicity	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
White Alone	3,666,617	90.6%	3,860,928	89.2%	3,984,291	88.1%
Black Alone	258,196	6.4%	291,144	6.7%	311,763	6.9%
American Indian Alone	16,771	0.4%	20,526	0.5%	23,039	0.5%
Asian Alone	31,131	0.8%	47,413	1.1%	60,439	1.3%
Pacific Islander Alone	1,194	0.0%	1,643	0.0%	1,996	0.0%
Some Other Race Alone	36,758	0.9%	60,358	1.4%	80,452	1.8%
Two or More Races	36,029	0.9%	48,624	1.1%	57,934	1.3%
Hispanic Origin (Any Race)	87,895	2.2%	135,404	3.1%	174,311	3.9%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2008 and 2013.



Jonesborough

Demographic and Income Profile

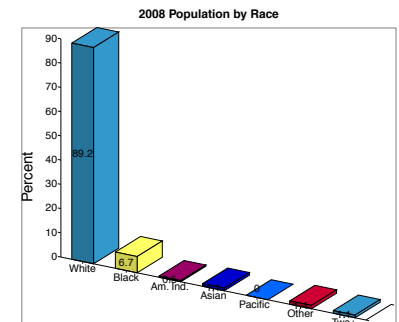
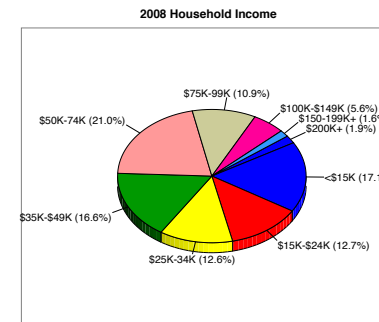
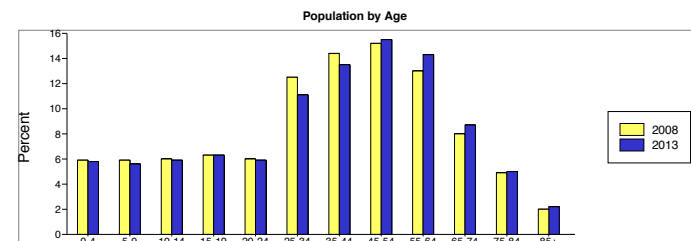
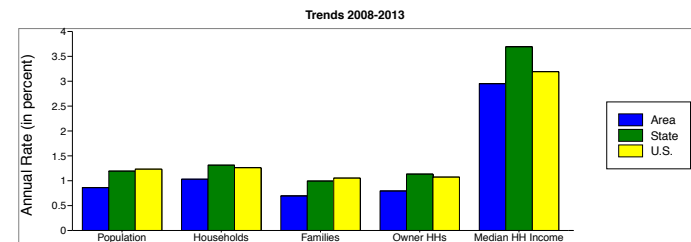
DDI

Latitude: 36.2941

Longitude: -82.4735

Radius: 100.0 miles

Site Type: Radius



2008 Percent Hispanic Origin: 3.1%



Jonesborough

Demographic and Income Profile

DDI

Latitude: 36.2941
Longitude: -82.4735
Radius: 200.0 miles

	Site Type: Radius		
	2000	2008	2013
Summary			
Population	17,290,308	19,416,851	20,933,895
Households	6,770,996	7,696,401	8,326,656
Families	4,711,838	5,202,089	5,538,465
Average Household Size	2.49	2.46	2.45
Owner Occupied HUs	4,844,872	5,513,790	5,903,753
Renter Occupied HUs	1,926,124	2,182,611	2,422,903
Median Age	36.1	38.0	39.3
Trends: 2008-2013 Annual Rate	Area	State	National
Population	1.52%	1.19%	1.23%
Households	1.59%	1.31%	1.26%
Families	1.26%	0.99%	1.05%
Owner HHs	1.38%	1.13%	1.07%
Median Household Income	3.58%	3.69%	3.19%

	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
Households by Income						
< \$15,000	1,265,422	18.7%	1,055,740	13.7%	975,470	11.7%
\$15,000 - \$24,999	965,518	14.3%	826,377	10.7%	751,774	9.0%
\$25,000 - \$34,999	927,935	13.7%	826,660	10.7%	746,978	9.0%
\$35,000 - \$49,999	1,159,807	17.1%	1,171,976	15.2%	1,106,572	13.3%
\$50,000 - \$74,999	1,248,431	18.4%	1,612,087	20.9%	1,842,492	22.1%
\$75,000 - \$99,999	578,220	8.5%	1,029,591	13.4%	1,201,460	14.4%
\$100,000 - \$149,999	395,590	5.8%	696,249	9.0%	979,973	11.8%
\$150,000 - \$199,000	109,599	1.6%	219,513	2.9%	301,789	3.6%
\$200,000+	124,610	1.8%	258,187	3.4%	420,127	5.0%
Median Household Income	\$37,566		\$49,489		\$59,011	
Average Household Income	\$50,315		\$65,935		\$78,231	
Per Capita Income	\$19,994		\$26,459		\$31,457	

	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
Population by Age						
0 - 4	1,116,654	6.5%	1,256,283	6.5%	1,348,808	6.4%
5 - 9	1,174,954	6.8%	1,217,511	6.3%	1,273,733	6.1%
10 - 14	1,173,623	6.8%	1,229,991	6.3%	1,313,149	6.3%
15 - 19	1,178,919	6.8%	1,284,527	6.6%	1,373,027	6.6%
20 - 24	1,180,162	6.8%	1,276,437	6.6%	1,378,997	6.6%
25 - 34	2,526,101	14.6%	2,589,817	13.3%	2,614,345	12.5%
35 - 44	2,761,478	16.0%	2,862,516	14.7%	2,864,757	13.7%
45 - 54	2,413,117	14.0%	2,906,335	15.0%	3,190,519	15.2%
55 - 64	1,623,858	9.4%	2,306,961	11.9%	2,742,107	13.1%
65 - 74	1,171,180	6.8%	1,341,146	6.9%	1,567,206	7.5%
75 - 84	730,374	4.2%	814,526	4.2%	874,523	4.2%
85+	239,888	1.4%	330,801	1.7%	392,724	1.9%

	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
Race and Ethnicity						
White Alone	14,208,115	82.2%	15,466,410	79.7%	16,337,932	78.0%
Black Alone	2,302,321	13.3%	2,712,349	14.0%	2,987,955	14.3%
American Indian Alone	58,832	0.3%	75,277	0.4%	86,881	0.4%
Asian Alone	250,658	1.4%	397,686	2.0%	518,399	2.5%
Pacific Islander Alone	5,840	0.0%	8,613	0.0%	10,835	0.1%
Some Other Race Alone	269,607	1.6%	476,614	2.5%	647,309	3.1%
Two or More Races	194,935	1.1%	279,902	1.4%	344,584	1.6%
Hispanic Origin (Any Race)	610,411	3.5%	1,004,430	5.2%	1,325,260	6.3%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2008 and 2013.

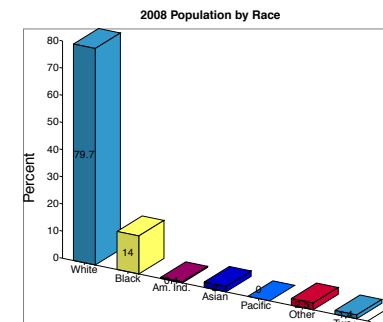
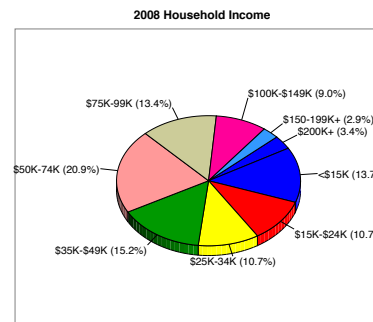
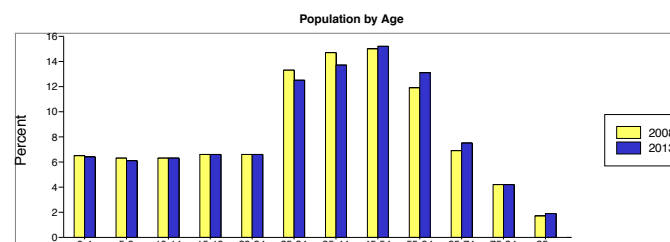
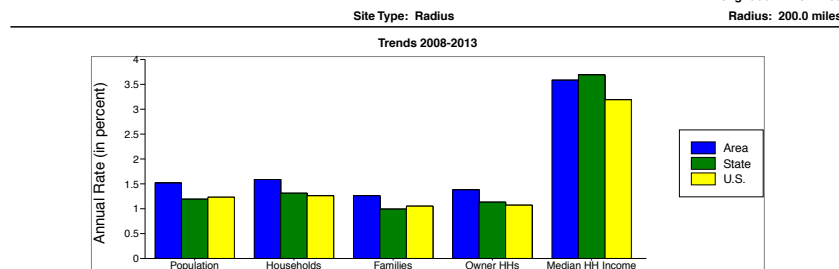


Jonesborough

Demographic and Income Profile

DDI

Latitude: 36.2941
Longitude: -82.4735
Radius: 200.0 miles



2008 Percent Hispanic Origin: 5.2%



Jonesborough

Demographic and Income Profile

DDI

Latitude: 36.2941
Longitude: -82.4735
Radius: 250.0 miles

	2000		2008		2013	
Summary						
Population	28,747,184		32,406,732		35,035,199	
Households	11,128,208		12,699,179		13,778,531	
Families	7,713,690		8,560,623		9,143,980	
Average Household Size	2.51		2.48		2.48	
Owner Occupied HUs	7,829,624		8,966,175		9,630,241	
Renter Occupied HUs	3,298,584		3,733,004		4,148,290	
Median Age	35.5		37.3		38.4	
Trends: 2008-2013 Annual Rate						
	Area		State		National	
Population	1.57%		1.19%		1.23%	
Households	1.64%		1.31%		1.26%	
Families	1.33%		0.99%		1.05%	
Owner HHs	1.44%		1.13%		1.07%	
Median Household Income	3.64%		3.69%		3.19%	
Households by Income						
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	1,986,442	17.8%	1,650,557	13.0%	1,516,293	11.0%
\$15,000 - \$24,999	1,541,000	13.8%	1,293,395	10.2%	1,167,090	8.5%
\$25,000 - \$34,999	1,507,780	13.5%	1,331,824	10.5%	1,184,466	8.6%
\$35,000 - \$49,999	1,913,466	17.2%	1,917,876	15.1%	1,783,582	12.9%
\$50,000 - \$74,999	2,108,617	18.9%	2,683,042	21.1%	3,062,170	22.2%
\$75,000 - \$99,999	1,003,991	9.0%	1,776,120	14.0%	2,076,698	15.1%
\$100,000 - \$149,999	684,226	6.1%	1,243,927	9.8%	1,735,599	12.6%
\$150,000 - \$199,000	184,288	1.7%	376,464	3.0%	544,447	4.0%
\$200,000+	203,871	1.8%	425,927	3.4%	708,139	5.1%
Median Household Income	\$38,753		\$51,128		\$61,146	
Average Household Income	\$51,295		\$67,345		\$80,143	
Per Capita Income	\$20,163		\$26,729		\$31,873	
Population by Age						
	Number	Percent	Number	Percent	Number	Percent
0 - 4	1,912,878	6.7%	2,162,779	6.7%	2,333,170	6.7%
5 - 9	2,013,842	7.0%	2,078,270	6.4%	2,188,526	6.2%
10 - 14	2,010,130	7.0%	2,097,744	6.5%	2,232,042	6.4%
15 - 19	2,003,536	7.0%	2,189,262	6.8%	2,321,495	6.6%
20 - 24	1,976,792	6.9%	2,187,713	6.8%	2,366,914	6.8%
25 - 34	4,235,649	14.7%	4,397,341	13.6%	4,526,941	12.9%
35 - 44	4,642,015	16.1%	4,771,282	14.7%	4,780,255	13.6%
45 - 54	3,960,886	13.8%	4,833,925	14.9%	5,293,602	15.1%
55 - 64	2,597,327	9.0%	3,732,619	11.5%	4,474,764	12.8%
65 - 74	1,858,087	6.5%	2,130,792	6.6%	2,498,911	7.1%
75 - 84	1,153,838	4.0%	1,296,401	4.0%	1,390,698	4.0%
85+	382,204	1.3%	528,604	1.6%	627,881	1.8%
Race and Ethnicity						
	Number	Percent	Number	Percent	Number	Percent
White Alone	22,538,922	78.4%	24,591,962	75.9%	26,039,655	74.3%
Black Alone	4,892,369	17.0%	5,782,532	17.8%	6,389,358	18.2%
American Indian Alone	147,765	0.5%	178,904	0.6%	200,773	0.6%
Asian Alone	395,093	1.4%	628,422	1.9%	817,261	2.3%
Pacific Islander Alone	10,933	0.0%	15,828	0.0%	19,696	0.1%
Some Other Race Alone	420,304	1.5%	729,057	2.2%	983,716	2.8%
Two or More Races	341,798	1.2%	480,027	1.5%	584,740	1.7%
Hispanic Origin (Any Race)	941,027	3.3%	1,530,470	4.7%	2,010,220	5.7%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2008 and 2013.

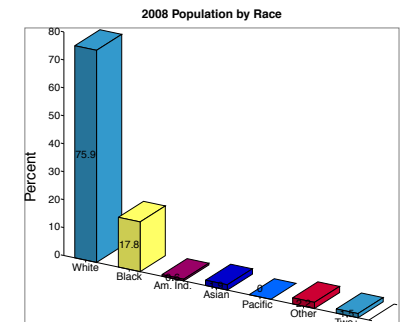
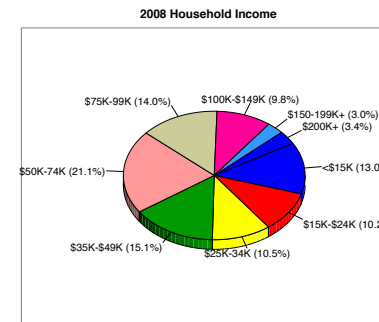
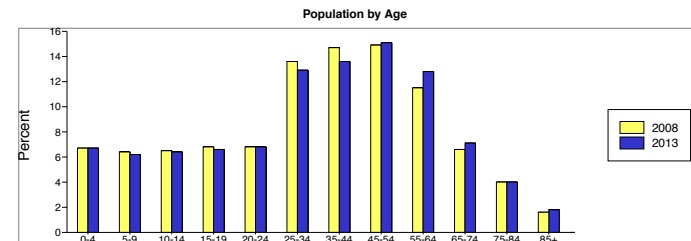
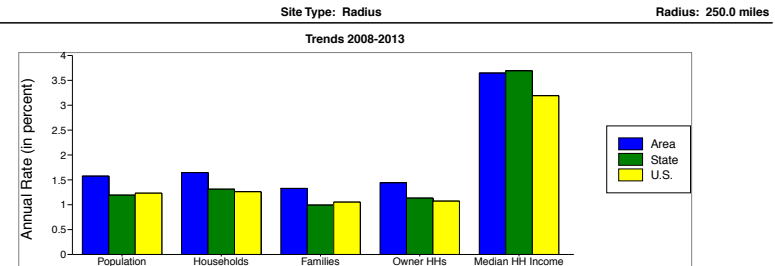


Jonesborough

Demographic and Income Profile

DDI

Latitude: 36.2941
Longitude: -82.4735
Radius: 250.0 miles



2008 Percent Hispanic Origin: 4.7%



Tapestry Segmentation Area Profile

Ranked by Households
Prepared by DDI

Jonesborough
jonesborough, TN 37659
Site Type: Radius
Latitude: 36.2943
Longitude: -82.4728
Radius: 50.0 miles

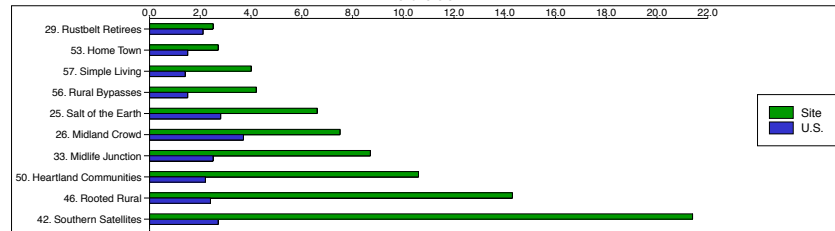
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	42. Southern Satellites	21.4%	21.4%	2.7%	2.7%	785
2	46. Rooted Rural	14.3%	35.7%	2.4%	5.1%	585
3	50. Heartland Communities	10.6%	46.3%	2.2%	7.3%	491
4	33. Midlife Junction	8.7%	55.0%	2.5%	9.8%	349
5	26. Midland Crowd	7.5%	62.5%	3.7%	13.5%	201
	Subtotal	62.5%		13.5%		
6	25. Salt of the Earth	6.6%	69.1%	2.8%	16.3%	237
7	56. Rural Bypasses	4.2%	73.3%	1.5%	17.8%	277
8	57. Simple Living	4.0%	77.3%	1.4%	19.2%	284
9	53. Home Town	2.7%	80.0%	1.5%	20.7%	183
10	29. Rustbelt Retirees	2.5%	82.5%	2.1%	22.8%	122
	Subtotal	20.0%		9.3%		
11	14. Prosperous Empty Nesters	2.3%	84.8%	1.8%	24.6%	127
12	31. Rural Resort Dwellers	2.0%	86.8%	1.6%	26.2%	126
13	55. College Towns	2.0%	88.8%	0.8%	27.0%	253
14	17. Green Acres	1.5%	90.3%	3.2%	30.2%	47
15	41. Crossroads	1.5%	91.8%	1.5%	31.7%	97
	Subtotal	9.3%		8.9%		
16	36. Old and Newcomers	1.0%	92.8%	2.0%	33.7%	54
17	22. Metropolitans	0.9%	93.7%	1.2%	34.9%	79
18	48. Great Expectations	0.9%	94.6%	1.7%	36.6%	51
19	07. Exurbanites	0.9%	95.5%	2.5%	39.1%	34
20	65. Social Security Set	0.6%	96.1%	0.6%	39.7%	91
	Subtotal	4.3%		8.0%		
	Total	96.1%		39.7%		242

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI

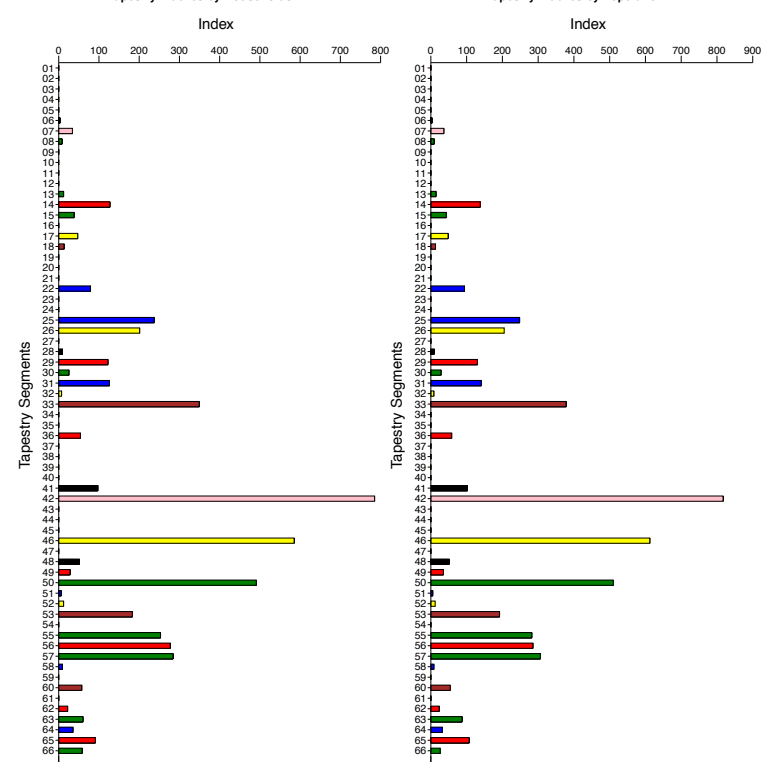


Tapestry Segmentation Area Profile

Prepared by DDI

Jonesborough
jonesborough, TN 37659
Site Type: Radius
Latitude: 36.2943
Longitude: -82.4728
Radius: 50.0 miles

Tapestry Indexes by Households



Source: ESRI

**Tapestry Segmentation Area Profile**

LifeMode Groups

Prepared by DDI

Jonesborough

Latitude: 36.2943

Longitude: -82.4728

Radius: 50.0 miles

jonesborough, TN 37659

Site Type: Radius

Tapestry LifeMode Groups	2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index
Total	436,320	100.0%		1,038,416	100.0%	
L1. High Society	4,049	0.9%	7	10,526	1.0%	7
01 Top Rung	0	0.0%	0	0	0.0%	0
02 Suburban Splendor	0	0.0%	0	0	0.0%	0
03 Connoisseurs	0	0.0%	0	0	0.0%	0
04 Boomburbs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	330	0.1%	3	896	0.1%	3
07 Exurbanites	3,719	0.9%	34	9,630	0.9%	36
L2. Upscale Avenues	9,568	2.2%	16	23,814	2.3%	17
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	1,339	0.3%	12	3,336	0.3%	14
16 Enterprising Professionals	0	0.0%	0	0	0.0%	0
17 Green Acres	6,598	1.5%	47	16,660	1.6%	48
18 Cozy and Comfortable	1,631	0.4%	13	3,818	0.4%	13
L3. Metropolis	5,327	1.2%	23	12,675	1.2%	23
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	4,100	0.9%	79	9,648	0.9%	94
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	241	0.1%	6	551	0.1%	5
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	986	0.2%	22	2,476	0.2%	23
L4. Solo Acts	4,910	1.1%	17	9,853	0.9%	19
08 Laptops and Lattes	346	0.1%	8	668	0.1%	9
23 Trendsetters	0	0.0%	0	0	0.0%	0
27 Metro Renters	0	0.0%	0	0	0.0%	0
36 Old and Newcomers	4,564	1.0%	54	9,185	0.9%	58
39 Young and Restless	0	0.0%	0	0	0.0%	0
L5. Senior Styles	92,347	21.2%	171	204,737	19.7%	189
14 Prosperous Empty Nesters	10,231	2.3%	127	24,103	2.3%	138
15 Silver and Gold	1,573	0.4%	38	3,381	0.3%	43
29 Rustbelt Retirees	11,125	2.5%	122	25,544	2.5%	130
30 Retirement Communities	1,619	0.4%	25	3,210	0.3%	28
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	1,459	0.3%	28	3,721	0.4%	35
50 Heartland Communities	46,158	10.6%	491	102,412	9.9%	510
57 Simple Living	17,621	4.0%	284	37,122	3.6%	306
65 Social Security Set	2,561	0.6%	91	5,244	0.5%	107
L6. Scholars & Patriots	9,938	2.3%	158	27,676	2.7%	149
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	8,771	2.0%	253	21,691	2.1%	282
63 Dorms to Diplomas	1,167	0.3%	60	5,985	0.6%	87

Source: ESRI

**Tapestry Segmentation Area Profile**

LifeMode Groups

Prepared by DDI

Jonesborough

Latitude: 36.2943

Longitude: -82.4728

Radius: 50.0 miles

jonesborough, TN 37659

Site Type: Radius

Tapestry LifeMode Groups	2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index
Total	436,320	100.0%		1,038,416	100.0%	
L7. High Hopes	4,811	1.1%	27	10,339	1.0%	26
28 Aspiring Young Families	962	0.2%	9	2,188	0.2%	9
48 Great Expectations	3,849	0.9%	51	8,151	0.8%	51
L8. Global Roots	3,263	0.7%	9	7,826	0.8%	8
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	771	0.2%	12	1,755	0.2%	12
58 NoWest Residents	343	0.1%	9	1,004	0.1%	8
60 City Dimensions	2,149	0.5%	57	5,067	0.5%	54
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	1,027	0.2%	3	2,448	0.2%	3
12 Up and Coming Families	0	0.0%	0	0	0.0%	0
19 Milk and Cookies	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	1,027	0.2%	35	2,448	0.2%	32
L10. Traditional Living	38,718	8.9%	101	88,625	8.5%	103
24 Main Street, USA	0	0.0%	0	0	0.0%	0
32 Rustbelt Traditions	882	0.2%	7	2,102	0.2%	8
33 Midlife Junction	37,836	8.7%	349	86,523	8.3%	378
34 Family Foundations	0	0.0%	0	0	0.0%	0
L11. Factories & Farms	151,988	34.8%	367	369,827	35.6%	381
25 Salt of the Earth	28,615	6.6%	237	70,430	6.8%	248
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	93,388	21.4%	785	226,579	21.8%	817
53 Home Town	11,695	2.7%	183	27,782	2.7%	192
56 Rural Bypasses	18,290	4.2%	277	45,036	4.3%	285
L12. American Quilt	110,368	25.3%	272	269,671	26.0%	281
26 Midland Crowd	32,654	7.5%	201	81,657	7.9%	205
31 Rural Resort Dwellers	8,904	2.0%	126	21,425	2.1%	141
41 Crossroads	6,395	1.5%	97	16,705	1.6%	102
46 Rooted Rural	62,415	14.3%	585	149,884	14.4%	612
66 Unclassified	6	0.0%	58	399	0.0%	26

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups
Prepared by DDI

Jonesborough

Latitude: 36.2943
Longitude: -82.4728
Radius: 50.0 miles

jonesborough, TN 37659	Site Type: Radius					
Tapestry Urbanization Groups	2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index
Total	436,320	100.0%		1,038,416	100.0%	
U1. Principal Urban Centers I	346	0.1%	1	668	0.1%	1
08 Laptops and Lattes	346	0.1%	8	668	0.1%	9
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
23 Trendsetters	0	0.0%	0	0	0.0%	0
27 Metro Renters	0	0.0%	0	0	0.0%	0
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	3,931	0.9%	19	8,696	0.8%	15
45 City Strivers	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	0	0.0%	0	0	0.0%	0
58 NeWest Residents	343	0.1%	9	1,004	0.1%	8
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	1,027	0.2%	35	2,448	0.2%	32
65 Social Security Set	2,561	0.6%	91	5,244	0.5%	107
U3. Metro Cities I	4,100	0.9%	8	9,648	0.9%	8
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	0	0.0%	0	0	0.0%	0
19 Milk and Cookies	0	0.0%	0	0	0.0%	0
22 Metropolitans	4,100	0.9%	79	9,648	0.9%	94
U4. Metro Cities II	11,232	2.6%	24	27,390	2.6%	27
28 Aspiring Young Families	962	0.2%	9	2,188	0.2%	9
30 Retirement Communities	1,619	0.4%	25	3,210	0.3%	28
34 Family Foundations	0	0.0%	0	0	0.0%	0
36 Old and Newcomers	4,564	1.0%	54	9,185	0.9%	58
39 Young and Restless	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	771	0.2%	12	1,755	0.2%	12
60 City Dimensions	2,149	0.5%	57	5,067	0.5%	54
63 Dorms to Diplomats	1,167	0.3%	60	5,985	0.6%	87
U5. Urban Outskirts I	4,731	1.1%	10	10,253	1.0%	9
04 Boomburbs	0	0.0%	0	0	0.0%	0
24 Main Street, USA	0	0.0%	0	0	0.0%	0
32 Rustbelt Traditions	882	0.2%	7	2,102	0.2%	8
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
48 Great Expectations	3,849	0.9%	51	8,151	0.8%	51

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups
Prepared by DDI

Jonesborough

Latitude: 36.2943
Longitude: -82.4728
Radius: 50.0 miles

jonesborough, TN 37659	Site Type: Radius					
Tapestry Urbanization Groups	2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index
Total	436,320	100.0%		1,038,416	100.0%	
U6. Urban Outskirts II	27,619	6.3%	123	61,840	6.0%	113
51 Metro City Edge	241	0.1%	6	551	0.1%	5
55 College Towns	8,771	2.0%	253	21,691	2.1%	282
57 Simple Living	17,621	4.0%	284	37,122	3.6%	306
59 Southwestern Families	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	986	0.2%	22	2,476	0.2%	23
U7. Suburban Periphery I	17,192	3.9%	25	41,346	4.0%	25
02 Suburban Splendor	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	330	0.1%	3	896	0.1%	3
07 Exurbanites	3,719	0.9%	34	9,630	0.9%	36
12 Up and Coming Families	0	0.0%	0	0	0.0%	0
13 In Style	1,339	0.3%	12	3,336	0.3%	14
14 Prosperous Empty Nesters	10,231	2.3%	127	24,103	2.3%	138
15 Silver and Gold	1,573	0.4%	38	3,381	0.3%	43
U8. Suburban Periphery II	62,287	14.3%	147	143,667	13.8%	152
18 Cozy and Comfortable	1,631	0.4%	13	3,818	0.4%	13
29 Rustbelt Retirees	11,125	2.5%	122	25,544	2.5%	130
33 Midlife Junction	37,836	8.7%	349	86,523	8.3%	378
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	11,695	2.7%	183	27,782	2.7%	192
U9. Small Towns	54,012	12.4%	254	122,838	11.8%	261
41 Crossroads	6,395	1.5%	97	16,705	1.6%	102
49 Senior Sun Seekers	1,459	0.3%	28	3,721	0.4%	35
50 Heartland Communities	46,158	10.6%	491	102,412	9.9%	510
U10. Rural I	76,771	17.6%	156	190,172	18.3%	161
17 Green Acres	6,598	1.5%	47	16,660	1.6%	48
25 Salt of the Earth	28,615	6.6%	237	70,430	6.8%	248
26 Midland Crowd	32,654	7.5%	201	81,657	7.9%	205
31 Rural Resort Dwellers	8,904	2.0%	126	21,425	2.1%	141
U11. Rural II	174,093	39.9%	518	421,499	40.6%	537
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	93,388	21.4%	785	226,579	21.8%	817
46 Rooted Rural	62,415	14.3%	585	149,884	14.4%	612
56 Rural Bypasses	18,290	4.2%	277	45,036	4.3%	285
66 Unclassified	6	0.0%	58	399	0.0%	26

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile

Ranked by Households
Prepared by DDI

Jonesborough

Latitude: 36.2943

Longitude: -82.4728

Jonesborough, TN 37659

Site Type: Radius

Radius: 100.0 miles

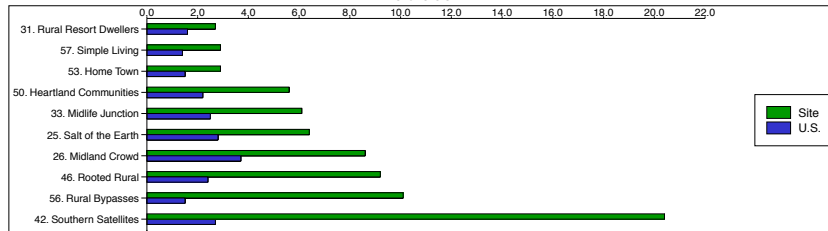
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	42. Southern Satellites	20.4%	20.4%	2.7%	2.7%	746
2	56. Rural Bypasses	10.1%	30.5%	1.5%	4.2%	671
3	46. Rooted Rural	9.2%	39.7%	2.4%	6.6%	375
4	26. Midland Crowd	8.6%	48.3%	3.7%	10.3%	231
5	25. Salt of the Earth	6.4%	54.7%	2.8%	13.1%	230
	Subtotal	54.7%		13.1%		
6	33. Midlife Junction	6.1%	60.8%	2.5%	15.6%	247
7	50. Heartland Communities	5.6%	66.4%	2.2%	17.8%	260
8	53. Home Town	2.9%	69.3%	1.5%	19.3%	201
9	57. Simple Living	2.9%	72.2%	1.4%	20.7%	201
10	31. Rural Resort Dwellers	2.7%	74.9%	1.6%	22.3%	168
	Subtotal	20.2%		9.2%		
11	17. Green Acres	2.6%	77.5%	3.2%	25.5%	80
12	29. Rustbelt Retirees	2.1%	79.6%	2.1%	27.6%	101
13	14. Prosperous Empty Nesters	1.6%	81.2%	1.8%	29.4%	88
14	07. Exurbanites	1.5%	82.7%	2.5%	31.9%	62
15	41. Crossroads	1.3%	84.0%	1.5%	33.4%	85
	Subtotal	9.1%		11.1%		
16	13. In Style	1.2%	85.2%	2.5%	35.9%	49
17	32. Rustbelt Traditions	1.1%	86.3%	2.8%	38.7%	40
18	55. College Towns	1.1%	87.4%	0.8%	39.5%	139
19	18. Cozy and Comfortable	1.1%	88.5%	2.8%	42.3%	37
20	48. Great Expectations	1.0%	89.5%	1.7%	44.0%	59
	Subtotal	5.5%		10.6%		
	Total	89.5%		44.0%		203

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

Prepared by DDI

Jonesborough

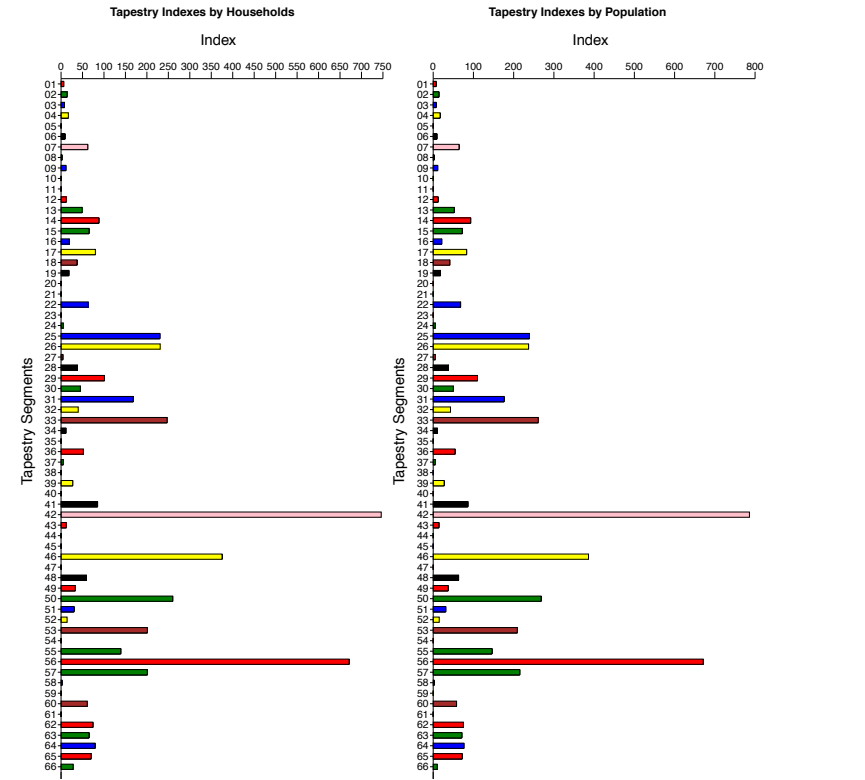
Latitude: 36.2943

Longitude: -82.4728

Jonesborough, TN 37659

Site Type: Radius

Radius: 100.0 miles



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups
Prepared by DDI

Jonesborough

Latitude: 36.2943

Longitude: -82.4728

Radius: 100.0 miles

jonesborough, TN 37659

Site Type: Radius

Tapestry LifeMode Groups	2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index
Total	1,782,438	100.0%		4,330,846	100.0%	
L1. High Society	45,410	2.5%	20	121,171	2.8%	20
01 Top Rung	795	0.0%	6	2,191	0.1%	7
02 Suburban Splendor	4,340	0.2%	14	12,096	0.3%	14
03 Connoisseurs	1,909	0.1%	8	4,455	0.1%	7
04 Boomburbs	6,567	0.4%	17	19,288	0.4%	17
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	4,272	0.2%	9	11,840	0.3%	9
07 Exurbanites	27,527	1.5%	62	71,301	1.6%	64
L2. Upscale Avenues	94,537	5.3%	38	240,207	5.5%	40
09 Urban Chic	2,515	0.1%	11	6,037	0.1%	11
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	21,634	1.2%	49	52,175	1.2%	52
16 Enterprising Professionals	5,782	0.3%	19	13,129	0.3%	21
17 Green Acres	45,637	2.6%	80	118,704	2.7%	83
18 Cozy and Comfortable	18,969	1.1%	37	50,162	1.2%	41
L3. Metropolis	31,888	1.8%	34	76,311	1.8%	34
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	13,383	0.8%	63	29,295	0.7%	68
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	5,120	0.3%	30	13,930	0.3%	31
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	13,385	0.8%	74	33,086	0.8%	75
L4. Solo Acts	26,065	1.5%	22	50,750	1.2%	23
08 Laptops and Lattes	346	0.0%	2	668	0.0%	2
23 Trendsetters	0	0.0%	0	0	0.0%	0
27 Metro Renters	1,012	0.1%	4	1,747	0.0%	5
36 Old and Newcomers	17,925	1.0%	52	35,512	0.8%	54
39 Young and Restless	6,782	0.4%	27	12,823	0.3%	27
L5. Senior Styles	256,463	14.4%	116	572,452	13.2%	127
14 Prosperous Empty Nesters	28,757	1.6%	88	68,060	1.6%	93
15 Silver and Gold	11,133	0.6%	65	23,637	0.5%	72
29 Rustbelt Retirees	37,802	2.1%	101	90,049	2.1%	110
30 Retirement Communities	11,636	0.7%	45	24,348	0.6%	50
43 The Elders	1,272	0.1%	12	2,384	0.1%	14
49 Senior Sun Seekers	6,981	0.4%	33	15,987	0.4%	37
50 Heartland Communities	99,981	5.6%	260	224,622	5.2%	268
57 Simple Living	50,857	2.9%	201	108,726	2.5%	215
65 Social Security Set	8,044	0.5%	70	14,639	0.3%	72
L6. Scholars & Patriots	24,913	1.4%	97	67,278	1.6%	87
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	19,715	1.1%	139	46,863	1.1%	146
63 Dorms to Diplomas	5,198	0.3%	65	20,415	0.5%	71

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups
Prepared by DDI

Jonesborough

Latitude: 36.2943

Longitude: -82.4728

Radius: 100.0 miles

jonesborough, TN 37659

Site Type: Radius

Tapestry LifeMode Groups	2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index
Total	1,782,438	100.0%		4,330,846	100.0%	
L7. High Hopes	34,032	1.9%	47	79,020	1.8%	48
28 Aspiring Young Families	15,805	0.9%	38	36,771	0.8%	38
48 Great Expectations	18,227	1.0%	59	42,249	1.0%	63
L8. Global Roots	13,689	0.8%	9	33,066	0.8%	8
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	3,865	0.2%	14	9,340	0.2%	15
58 NelWest Residents	343	0.0%	2	1,004	0.0%	2
60 City Dimensions	9,481	0.5%	61	22,722	0.5%	58
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	23,081	1.3%	17	60,331	1.4%	15
12 Up and Coming Families	7,436	0.4%	12	19,710	0.5%	12
19 Milk and Cookies	6,132	0.3%	18	16,516	0.4%	18
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	9,513	0.5%	79	24,105	0.6%	76
L10. Traditional Living	133,646	7.5%	85	309,112	7.1%	86
24 Main Street, USA	2,138	0.1%	5	5,149	0.1%	5
32 Rustbelt Traditions	20,465	1.1%	40	50,411	1.2%	43
33 Midlife Junction	109,421	6.1%	247	249,454	5.8%	261
34 Family Foundations	1,622	0.1%	11	4,098	0.1%	10
L11. Factories & Farms	710,345	39.9%	420	1,762,344	40.7%	436
25 Salt of the Earth	113,537	6.4%	230	283,095	6.5%	239
37 Prairie Living	839	0.0%	5	2,016	0.0%	5
42 Southern Satellites	362,768	20.4%	746	908,902	21.0%	786
53 Home Town	52,314	2.9%	201	126,493	2.9%	209
56 Rural Bypasses	180,887	10.1%	671	441,838	10.2%	671
L12. American Quilt	388,357	21.8%	234	958,168	22.1%	239
26 Midland Crowd	153,521	8.6%	231	393,714	9.1%	237
31 Rural Resort Dwellers	48,518	2.7%	168	111,248	2.6%	176
41 Crossroads	22,764	1.3%	85	58,720	1.4%	86
46 Rooted Rural	163,554	9.2%	375	394,486	9.1%	386
66 Unclassified	12	0.0%	28	636	0.0%	10

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Source: ESRI

**Tapestry Segmentation Area Profile**Urbanization Groups
Prepared by DDI

Jonesborough

Latitude: 36.2943
Longitude: -82.4728
Radius: 100.0 miles

Tapestry Urbanization Groups	Site Type: Radius			2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index	Number	Percent	Index
Total	1,782,438	100.0%		4,330,846	100.0%				
U1. Principal Urban Centers I	1,358	0.1%	1	2,415	0.1%	1			
08 Laptops and Lattes	346	0.0%	2	668	0.0%	2			
11 Pacific Heights	0	0.0%	0	0	0.0%	0			
20 City Lights	0	0.0%	0	0	0.0%	0			
21 Urban Villages	0	0.0%	0	0	0.0%	0			
23 Trendsetters	0	0.0%	0	0	0.0%	0			
27 Metro Renters	1,012	0.1%	4	1,747	0.0%	5			
35 International Marketplace	0	0.0%	0	0	0.0%	0			
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0			
U2. Principal Urban Centers II	17,900	1.0%	21	39,748	0.9%	17			
45 City Strivers	0	0.0%	0	0	0.0%	0			
47 Las Casas	0	0.0%	0	0	0.0%	0			
54 Urban Rows	0	0.0%	0	0	0.0%	0			
58 NeWest Residents	343	0.0%	2	1,004	0.0%	2			
61 High Rise Renters	0	0.0%	0	0	0.0%	0			
64 City Commons	9,513	0.5%	79	24,105	0.6%	76			
65 Social Security Set	8,044	0.5%	70	14,639	0.3%	72			
U3. Metro Cities I	30,516	1.7%	15	71,623	1.7%	14			
01 Top Run	795	0.0%	6	2,191	0.1%	7			
03 Connoisseurs	1,909	0.1%	8	4,455	0.1%	7			
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0			
09 Urban Chic	2,515	0.1%	11	6,037	0.1%	11			
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0			
16 Enterprising Professionals	5,782	0.3%	19	13,129	0.3%	21			
19 Milk and Cookies	6,132	0.3%	18	16,516	0.4%	18			
22 Metropolitans	13,383	0.8%	63	29,295	0.7%	68			
U4. Metro Cities II	72,314	4.1%	37	166,029	3.8%	39			
28 Aspiring Young Families	15,805	0.9%	38	36,771	0.8%	38			
30 Retirement Communities	11,636	0.7%	45	24,348	0.6%	50			
34 Family Foundations	1,622	0.1%	11	4,098	0.1%	10			
36 Old and Newcomers	17,925	1.0%	52	35,512	0.8%	54			
39 Young and Restless	6,782	0.4%	27	12,823	0.3%	27			
52 Inner City Tenants	3,865	0.2%	14	9,340	0.2%	15			
60 City Dimensions	9,481	0.5%	61	22,722	0.5%	58			
63 Dorms to Diplomas	5,198	0.3%	65	20,415	0.5%	71			
U5. Urban Outskirts I	47,397	2.7%	24	117,097	2.7%	24			
04 Boomburbs	6,567	0.4%	17	19,288	0.4%	17			
24 Main Street, USA	2,138	0.1%	5	5,149	0.1%	5			
32 Rustbelt Traditions	20,465	1.1%	40	50,411	1.2%	43			
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0			
48 Great Expectations	18,227	1.0%	59	42,249	1.0%	63			

Source: ESRI

**Tapestry Segmentation Area Profile**Urbanization Groups
Prepared by DDI

Jonesborough

Latitude: 36.2943
Longitude: -82.4728
Radius: 100.0 miles

Tapestry Urbanization Groups	Site Type: Radius			2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index	Number	Percent	Index
Total	1,782,438	100.0%		4,330,846	100.0%				
U6. Urban Outskirts II	89,077	5.0%	97	202,605	4.7%	89			
51 Metro City Edge	5,120	0.3%	30	13,930	0.3%	31			
55 College Towns	19,715	1.1%	139	46,863	1.1%	146			
57 Simple Living	50,857	2.9%	201	108,726	2.5%	215			
59 Southwestern Families	0	0.0%	0	0	0.0%	0			
62 Modest Income Homes	13,385	0.8%	74	33,086	0.8%	75			
U7. Suburban Periphery I	105,099	5.9%	38	258,819	6.0%	37			
02 Suburban Splendor	4,340	0.2%	14	12,096	0.3%	14			
06 Sophisticated Squires	4,272	0.2%	9	11,840	0.3%	9			
07 Exurbanites	27,527	1.5%	62	71,301	1.6%	64			
12 Up and Coming Families	7,436	0.4%	12	19,710	0.5%	12			
13 In Style	21,634	1.2%	49	52,175	1.2%	52			
14 Prosperous Empty Nesters	28,757	1.6%	88	68,060	1.6%	93			
15 Silver and Gold	11,133	0.6%	65	23,637	0.5%	72			
U8. Suburban Periphery II	219,778	12.3%	127	518,542	12.0%	132			
18 Cozy and Comfortable	18,969	1.1%	37	50,162	1.2%	41			
29 Rustbelt Retirees	37,802	2.1%	101	90,049	2.1%	110			
33 Midlife Junction	109,421	6.1%	247	249,454	5.8%	261			
40 Military Proximity	0	0.0%	0	0	0.0%	0			
43 The Elders	1,272	0.1%	12	2,384	0.1%	14			
53 Home Town	52,314	2.9%	201	126,493	2.9%	209			
U9. Small Towns	129,726	7.3%	150	299,329	6.9%	153			
41 Crossroads	22,764	1.3%	85	58,720	1.4%	86			
49 Senior Sun Seekers	6,981	0.4%	33	15,987	0.4%	37			
50 Heartland Communities	99,981	5.6%	260	224,622	5.2%	268			
U10. Rural I	361,213	20.3%	179	906,761	20.9%	184			
17 Green Acres	45,637	2.6%	80	118,704	2.7%	83			
25 Salt of the Earth	113,537	6.4%	230	283,095	6.5%	239			
26 Midland Crowd	153,521	8.6%	231	393,714	9.1%	237			
31 Rural Resort Dwellers	48,518	2.7%	168	111,248	2.6%	176			
U11. Rural II	708,048	39.7%	516	1,747,242	40.3%	533			
37 Prairie Living	839	0.0%	5	2,016	0.0%	5			
42 Southern Satellites	362,768	20.4%	746	908,902	21.0%	786			
46 Rooted Rural	163,554	9.2%	375	394,486	9.1%	386			
56 Rural Bypasses	180,887	10.1%	671	441,838	10.2%	671			
66 Unclassified	12	0.0%	28	636	0.0%	10			

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile

Ranked by Households
Prepared by DDI

Jonesborough

Latitude: 36.2943

Longitude: -82.4728

jonesborough, TN 37659

Site Type: Radius

Radius: 150.0 miles

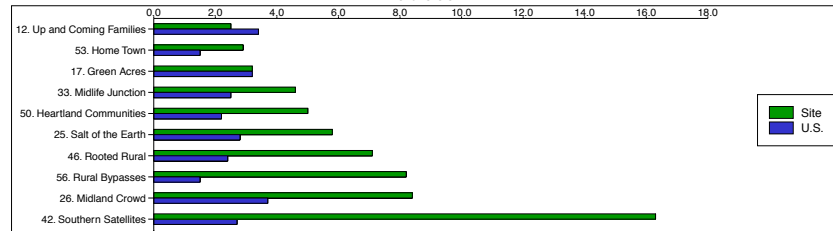
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	42. Southern Satellites	16.3%	16.3%	2.7%	2.7%	600
2	26. Midland Crowd	8.4%	24.7%	3.7%	6.4%	224
3	56. Rural Bypasses	8.2%	32.9%	1.5%	7.9%	542
4	46. Rooted Rural	7.1%	40.0%	2.4%	10.3%	289
5	25. Salt of the Earth	5.8%	45.8%	2.8%	13.1%	210
	Subtotal	45.8%		13.1%		
6	50. Heartland Communities	5.0%	50.8%	2.2%	15.3%	233
7	33. Midlife Junction	4.6%	55.4%	2.5%	17.8%	184
8	17. Green Acres	3.2%	58.6%	3.2%	21.0%	101
9	53. Home Town	2.9%	61.5%	1.5%	22.5%	199
10	12. Up and Coming Families	2.5%	64.0%	3.4%	25.9%	75
	Subtotal	18.2%		12.8%		
11	57. Simple Living	2.4%	66.4%	1.4%	27.3%	170
12	31. Rural Resort Dwellers	2.1%	68.5%	1.6%	28.9%	130
13	29. Rustbelt Retirees	2.0%	70.5%	2.1%	31.0%	95
14	13. In Style	1.8%	72.3%	2.5%	33.5%	71
15	28. Aspiring Young Families	1.7%	74.0%	2.4%	35.9%	71
	Subtotal	10.0%		10.0%		
16	07. Exurbanites	1.6%	75.6%	2.5%	38.4%	65
17	32. Rustbelt Traditions	1.6%	77.2%	2.8%	41.2%	56
18	04. Boomburbs	1.6%	78.8%	2.2%	43.4%	70
19	48. Great Expectations	1.5%	80.3%	1.7%	45.1%	88
20	16. Enterprising Professionals	1.4%	81.7%	1.7%	46.8%	82
	Subtotal	7.7%		10.9%		
	Total	81.7%		46.8%		175

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

Prepared by DDI

Jonesborough

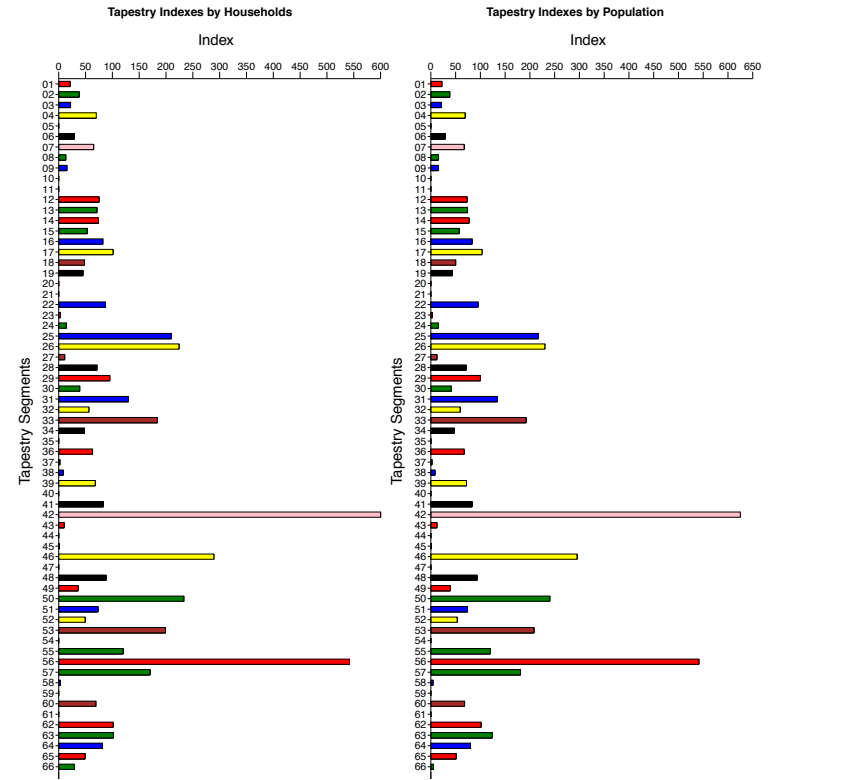
Latitude: 36.2943

Longitude: -82.4728

jonesborough, TN 37659

Site Type: Radius

Radius: 150.0 miles



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups
Prepared by DDI

Jonesborough

Latitude: 36.2943

Longitude: -82.4728

Radius: 150.0 miles

jonesborough, TN 37659

Site Type: Radius

Tapestry LifeMode Groups	2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index
Total	4,215,575	100.0%		10,406,375	100.0%	
L1. High Society	214,269	5.1%	40	588,647	5.7%	41
01 Top Rung	6,249	0.1%	21	17,788	0.2%	22
02 Suburban Splendor	27,729	0.7%	38	78,695	0.8%	38
03 Connoisseurs	12,677	0.3%	22	30,093	0.3%	21
04 Boomburbs	65,431	1.6%	70	188,714	1.8%	69
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	33,405	0.8%	29	93,931	0.9%	29
07 Exurbanites	68,778	1.6%	65	179,426	1.7%	67
L2. Upscale Avenues	332,905	7.9%	57	824,372	7.9%	58
09 Urban Chic	8,276	0.2%	15	19,434	0.2%	15
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	74,175	1.8%	71	176,731	1.7%	74
16 Enterprising Professionals	57,637	1.4%	82	125,046	1.2%	83
17 Green Acres	135,345	3.2%	101	357,047	3.4%	103
18 Cozy and Comfortable	57,472	1.4%	48	146,114	1.4%	50
L3. Metropolis	115,805	2.7%	52	284,669	2.7%	52
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	43,499	1.0%	87	97,351	0.9%	95
45 City Strivers	290	0.0%	1	622	0.0%	1
51 Metro City Edge	29,112	0.7%	73	79,096	0.8%	74
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	42,904	1.0%	101	107,600	1.0%	101
L4. Solo Acts	105,217	2.5%	37	210,066	2.0%	40
08 Laptops and Lattes	5,492	0.1%	13	10,898	0.1%	15
23 Trendsetters	1,425	0.0%	3	2,609	0.0%	3
27 Metro Renters	6,272	0.1%	11	10,499	0.1%	12
36 Old and Newcomers	51,669	1.2%	63	105,251	1.0%	67
39 Young and Restless	40,359	1.0%	68	80,809	0.8%	72
L5. Senior Styles	534,744	12.7%	102	1,198,148	11.5%	110
14 Prosperous Empty Nesters	57,392	1.4%	74	135,553	1.3%	77
15 Silver and Gold	21,517	0.5%	53	44,889	0.4%	57
29 Rustbelt Retirees	84,080	2.0%	95	195,369	1.9%	100
30 Retirement Communities	23,829	0.6%	39	48,203	0.5%	41
43 The Elders	2,557	0.1%	10	4,919	0.0%	12
49 Senior Sun Seekers	18,232	0.4%	36	41,086	0.4%	39
50 Heartland Communities	212,026	5.0%	233	482,483	4.6%	240
57 Simple Living	101,796	2.4%	170	220,528	2.1%	181
65 Social Security Set	13,315	0.3%	49	25,118	0.2%	51
L6. Scholars & Patriots	59,333	1.4%	98	178,146	1.7%	96
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	40,083	1.0%	120	92,479	0.9%	120
63 Dorms to Diplomas	19,250	0.5%	102	85,667	0.8%	124

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups
Prepared by DDI

Jonesborough

Latitude: 36.2943

Longitude: -82.4728

Radius: 150.0 miles

jonesborough, TN 37659

Site Type: Radius

Tapestry LifeMode Groups	2008 Households			2008 Population		
	Number	Percent	Index	Number	Percent	Index
Total	4,215,575	100.0%		10,406,375	100.0%	
L7. High Hopes	134,915	3.2%	78	318,614	3.1%	80
28 Aspiring Young Families	70,449	1.7%	71	168,256	1.6%	71
48 Great Expectations	64,466	1.5%	88	150,358	1.4%	93
L8. Global Roots	63,262	1.5%	18	166,371	1.6%	16
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	5,296	0.1%	8	17,070	0.2%	8
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	31,549	0.7%	49	79,410	0.8%	53
58 NoWest Residents	1,260	0.0%	3	5,402	0.1%	4
60 City Dimensions	25,157	0.6%	69	64,489	0.6%	68
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	167,036	4.0%	51	447,243	4.3%	47
12 Up and Coming Families	107,300	2.5%	75	287,909	2.8%	73
19 Milk and Cookies	36,667	0.9%	45	98,189	0.9%	43
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	23,069	0.5%	81	61,145	0.6%	80
L10. Traditional Living	292,457	6.9%	79	691,882	6.6%	80
24 Main Street, USA	15,494	0.4%	14	40,637	0.4%	15
32 Rustbelt Traditions	66,887	1.6%	56	165,894	1.6%	59
33 Midlife Junction	192,820	4.6%	184	441,158	4.2%	192
34 Family Foundations	17,256	0.4%	48	44,193	0.4%	47
L11. Factories & Farms	1,403,422	33.3%	351	3,514,204	33.8%	362
25 Salt of the Earth	245,200	5.8%	210	617,154	5.9%	217
37 Prairie Living	839	0.0%	2	2,016	0.0%	2
42 Southern Satellites	689,203	16.3%	600	1,737,405	16.7%	625
53 Home Town	122,420	2.9%	199	301,989	2.9%	208
56 Rural Bypasses	345,760	8.2%	542	855,640	8.2%	541
L12. American Quilt	792,181	18.8%	202	1,983,172	19.1%	206
26 Midland Crowd	352,737	8.4%	224	919,267	8.8%	230
31 Rural Resort Dwellers	88,630	2.1%	130	203,499	2.0%	134
41 Crossroads	53,039	1.3%	83	136,266	1.3%	83
46 Rooted Rural	297,775	7.1%	289	724,140	7.0%	295
66 Unclassified	29	0.0%	29	841	0.0%	5

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Source: ESRI

Site Map

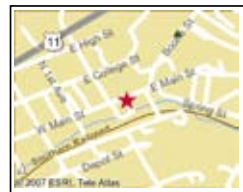
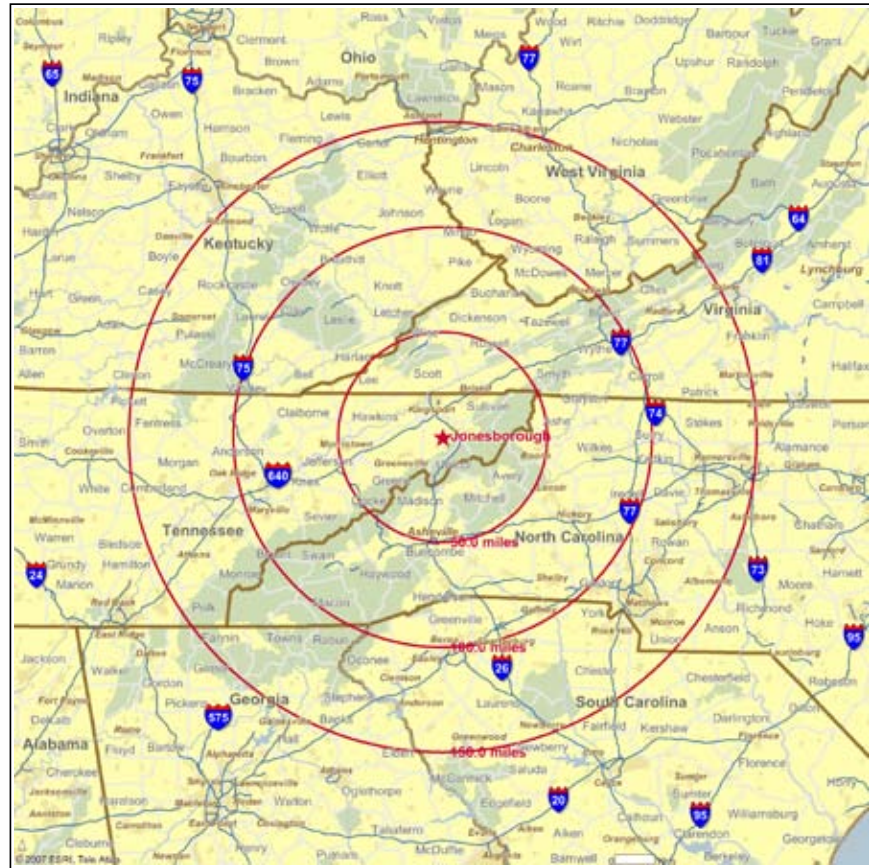
Jonesborough

Site Map

Prepared by DDI
April 13, 2009

Latitude: 36.2943
Longitude: -82.4728

jonesborough, TN 37659

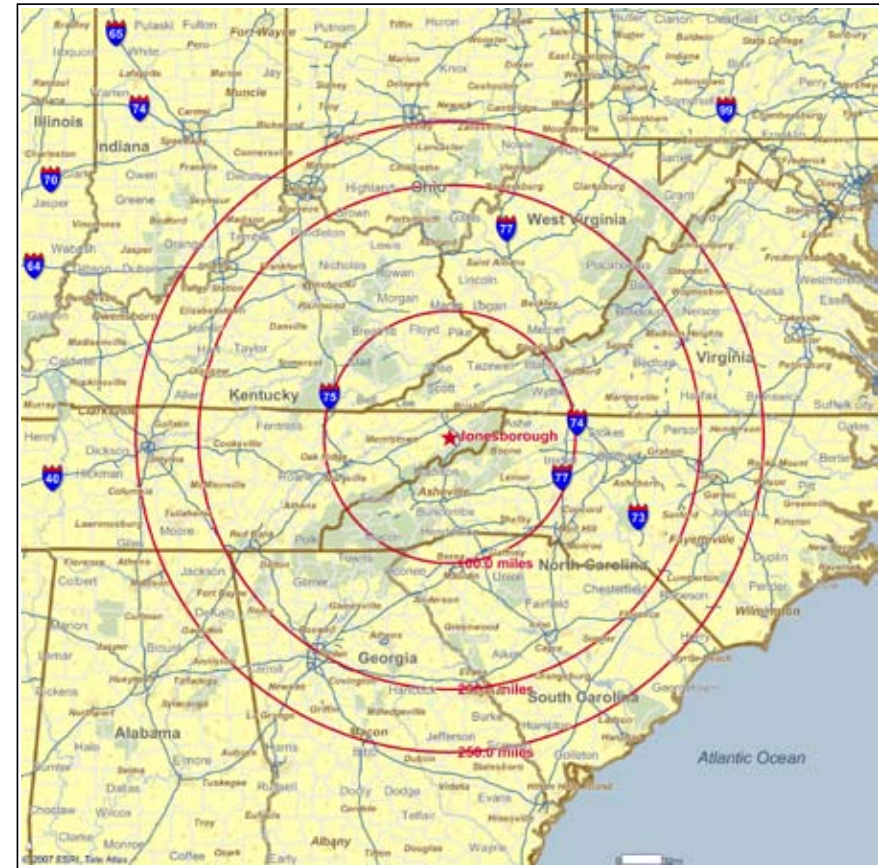


Jonesborough

Site Map

DDI
April 15, 2009

Latitude: 36.2941
Longitude: -82.4735



Sample Formula Retail and Restaurant Establishment Zoning

Chapter 17.54

FORMULA RETAIL AND RESTAURANT ESTABLISHMENTS*

SECTIONS:

17.54.010 Purpose and intent.

17.54.020 Applicability.

17.54.030 Formula retail – Defined –Includes formula restaurants – List of exempt businesses.

17.54.040 Formula retail and formula restaurant regulations.

17.54.050 Variance.

* Code reviser's note: Ord. 2912 established this chapter as Chapter 17.50 PTMC. It has been renumbered to avoid duplication.

17.54.010 Purpose and intent.

The general purposes of the formula retail development standards are to regulate the location and operation of formula retail and restaurant establishments in order to maintain the city's unique victorian seaport and surrounding rural character, the diversity and vitality of the community's commercial districts, and the quality of life of Port Townsend residents. (Ord. 2912 § 1, 2005).

17.54.020 Applicability.

A. These regulations apply in addition to the regulations set forth elsewhere in this title. Where there is a conflict in regulations in this chapter and other chapters of this title, the provisions of this

chapter shall apply.

B. This chapter shall apply to formula retail and restaurant establishments in the following zoning districts: C-I/MU, neighborhood serving mixed use center; C-II/MU, community serving mixed use center; C-I, neighborhood commercial; C-II, general commercial; C-II(H), hospital commercial; C-III, historic commercial; M-C, mixed light manufacturing and commercial; M-II(A), (Boat Haven) marine-related uses; M-II(B), (Point Hudson) marine-related uses. (Ord. 2945 § 5.4, 2007; Ord. 2912 § 1, 2005).

17.54.030 Formula retail – Defined –Includes formula restaurants – List of exempt businesses.**

A. "Formula retail" means a type of retail sales or rental activity and retail sales or rental establishment, including restaurants, hotels and motels, which, along with 14 or more other establishments, maintains two or more of the following features:

1. Standardized array of merchandise or standardized menu.
2. Standardized facade.
3. Standardized decor and color scheme.
4. Uniform apparel.
5. Standardized signage.
6. Trademark or service mark.

B. For the purposes of this section the following

definitions apply:

1. "Standardized array of merchandise" shall be defined as 50 percent or more of in-stock merchandise from a single distributor bearing uniform markings.
2. "Trademark" shall be defined as a word, phrase, symbol or design, or a combination of words, phrases, symbols or designs that identifies and distinguishes the source of the goods from one party from those of others.
3. "Service mark" shall be defined as word, phrase, symbol or design or a combination of words, phrases, symbols or designs that identifies and distinguishes the source of a service from one party from those of others.
4. "Decor" shall be defined as the style of interior finishings, which may include but is not limited to style of furniture, wallcoverings or permanent fixtures.
5. "Color scheme" shall be defined as selection of colors used throughout, such as on the furnishings, permanent fixtures, and wallcoverings, or as used on the facade.
6. "Facade" shall be defined as the face or front of a building, including awnings, looking onto a street or an open space.
7. "Uniform apparel" shall be defined as standardized items of clothing including but not limited to standardized aprons, pants, shirts, smocks or dresses, hat, and pins (other

than name tags) as well as standardized colors of clothing.

8. For definition of “signage,” see definition of “sign,” PTMC 17.08.060.
 9. “Standardized” does not mean identical, but means substantially the same.
- C. Exemptions. The following businesses are not subject to the provisions of this chapter:
1. Auto sales.
 2. Auto tire sales and service.
 3. Banks.
 4. Gas (fueling) stations and convenience stores selling gasoline or other fuels.
 5. Grocery stores.
 6. Health care.
 7. Services, including professional services (for example, real estate offices, insurance offices, copy centers, and mail centers).
 8. Adult entertainment facilities. (Ord. 2916 § 8, 2006; Ord. 2912 § 1, 2005).

** Code reviser’s note: Ord. 2916 amends PTMC 17.50.030, established by Ord. 2912, which was previously editorially renumbered to PTMC 17.54.030 to avoid duplication.

17.54.040 Formula retail and formula restaurant regulations. ***

- A. The following regulations shall apply to all formula retail and formula restaurant establishments:
1. A formula retail or formula restaurant establishment shall not have a street-level

frontage of greater than 50 linear feet on any street or have its retail space occupy more than two stories. For the purposes of this section, “street-level frontage” shall include frontage on private parking lots and access ways where the commercial building does not abut a public street.

2. A formula retail or restaurant establishment may not exceed 3,000 square feet of net total floor area.
3. No drive-through facilities are allowed.
4. Establishment or Relocation. A formula retail or restaurant establishment may only be located or relocated subject to all of the following requirements:
 - a. On a site that is not located on a street corner, except such formula retail or restaurant establishment may be located on a street corner where the immediate prior use was a formula retail or restaurant establishment.
 - i. For purposes of this section, “on a street corner” means the business establishment or occupiable building space that is the closest business establishment or occupiable building space within a block, tract, or parcel to the intersection of two streets (whether the business establishment or occupiable building space is immediately adjacent to the street corner or not, or fronts on the street



corner or not, or whether the streets are developed in connection with the business establishment). A business establishment is not on a street corner if there is another business establishment or occupiable building space that is closer to the corner. Street corner includes frontage on private parking lots and access ways where the commercial building does not abut a public street.

- b. Where it would result in no more than one formula retail or restaurant establishment of any type operating within a single building, whether or not the building is located on more than one lot (i.e., two or more formula retail establishments requiring separate business licenses, or displaying in a manner visible from public property separate business trademarks, logos, service marks or other mutually identifying names or symbols, for the daily or weekly conducting of business

in the same building, is prohibited).

5. Any formula retail or restaurant establishment must be in a building that is shared with at least one other business that is not a formula retail establishment of any type.
6. The number of formula retail establishments per lot and maximum formula retail establishment

Lot Size	Maximum Density of Formula Retail Establishments
Lots with less than 20,000 s.f. of lot area	One formula retail establishment/lot.
Lots with more than 20,000 s.f. of lot area	One formula retail establishment/20,000 s.f. of lot area. ¹

density shall be as follows:

1. This provision allows larger lots to have multiple formula retail establishments (i.e., a 40,000 square foot lot may have no more than two formula retail establishments, etc.) provided the siting and design of the formula retail establishments meets all other applicable standards.

(Ord. 2920 § 16, 2005; Ord. 2912 § 1, 2005).

*** Code reviser's note: Ord. 2920 amends PTMC 17.50.040, established by Ord. 2912, which was previously editorially renumbered to PTMC 17.54.040 to avoid duplication.

17.54.050 Variance.

In the event an applicant for any business license, a building permit application, a conditional use permit, an application for occupancy or a design review concerning a formula retail establishment believes that, due to extraordinary circumstances and unique attributes of the site, it is impracticable or impossible to comply with the provisions of this chapter, the applicant may apply for a variance. The variance application shall be processed according to the procedures for Type III land use decisions established in Chapter 20.01 PTMC, Land Development Administrative Procedures. (Ord. 2912 § 1, 2005).

Sample Overlay District Ordinance

Chapter 17.30

HISTORIC OVERLAY DISTRICT – DESIGN REVIEW

SECTIONS:

- 17.30.010 Purpose and intent.
- 17.30.020 Applicability – Exemptions.
- 17.30.030 Historic overlay district – Official map.
- 17.30.040 Historic overlay district – District and subdistrict boundaries.
- 17.30.050 Mandatory design review – Certificates of approval binding.
- 17.30.060 Certificates of approval – Demolition.
- 17.30.070 Preapplication conference mandatory.
- 17.30.080 Application for certificate of approval.
- 17.30.085 Demolition standards.
- 17.30.090 Timing of application submittals.
- 17.30.100 HPC process – Review and recommendation to director required.
- 17.30.110 Certificate of approval – Director's decision.
- 17.30.120 Issuance of certificate of approval – Effect on other permits or approvals.
- 17.30.130 Appeals.
- 17.30.140 Historic overlay district – Design standards.
- 17.30.150 Waterfront subdistrict – Additional design

standards.

- 17.30.160 Historic preservation design guidelines manual adopted – Purpose – Administration.
- 17.30.170 Port Townsend historic district – Pivotal, primary and secondary buildings.

17.30.010 Purpose and intent.

The city council finds and declares as a matter of public policy that the preservation, protection, and enhancement of buildings, structures and improvements of historical, cultural, architectural, engineering, political, or social significance located within the Port Townsend historic overlay district (the "overlay district") are required in the interest of the prosperity, civic pride and general welfare of the citizens of the city. The city council further finds that the aesthetic, cultural and economic standing of Port Townsend would be threatened by disregarding the heritage of the city and by allowing the destruction or defacement of such buildings and structures. Accordingly, the purposes of this chapter are to:

- A. Preserve and protect the buildings and structures located in the overlay district that reflect significant elements of the city's historical, cultural, architectural, engineering, political, social or other heritage;
- B. Foster knowledge and civic pride in the beauty, accomplishments, and living heritage of the past;
- C. Preserve and encourage harmonious architectural styles within the overlay district that reflect the

distinct phases of Port Townsend's history;

- D. Promote the use of historic buildings and structures within the overlay district for the economic prosperity, education, inspiration and general welfare of the people of the city;
- E. Promote and encourage continued ownership and use of historic buildings and structures within the overlay district to further the objectives of this chapter;
- F. Protect the attractiveness of Port Townsend to residents and visitors;
- G. Assist, encourage and provide incentives to owners for preservation, restoration, redevelopment and use of historic buildings, structures, objects and sites;
- H. Promote and facilitate the early identification and resolution of conflicts between the preservation of historic resources and alternative land uses;
- I. Conserve valuable material and energy resources by ongoing use and maintenance of the existing built environment;
- J. Implement the goals and policies of the Port Townsend Comprehensive Plan to preserve the unique character, vitality and economic prosperity of the overlay district, including the diversity and unique characteristics of the Port Townsend urban waterfront plan subdistricts located therein.
- K. Amendments to this chapter may require corollary amendments to the city of Port Townsend shoreline master program for consistency. (Ord.

2945 § 5.8, 2007; Ord. 2859 § 4, 2004).

17.30.020 Applicability – Exemptions.

- A. General Applicability. This chapter establishes a mandatory design review process and criteria for certain types of development and municipal improvements within the historic overlay district, as described in PTMC 17.30.040, including those subdistricts that lie within the boundaries of the historic overlay district. Any development or municipal improvement subject to review under this chapter shall be completed in full conformance with all design requirements and conditions set forth in the certificate of approval issued by the director, following review and consideration of the historic preservation committee's (HPC) recommendations. The certificate of approval shall constitute a Type I-A development permit under Chapter 20.01 PTMC, and shall be construed as a component of all final land use permits issued by the city. Any additional development permit shall be issued subject to, and conditioned upon, full compliance with the certificate of approval.
- B. Specific Applicability. The requirements of this chapter shall apply to any development or municipal improvement that:
1. Involves partial or complete demolition (as defined in PTMC 17.30.085(A)), changing, altering, modifying, remodeling, relocating, removing or significantly affecting a property listed on the Port Townsend register of historic places that lies outside the historic overlay

district;

2. Involves partial or complete demolition (as defined in PTMC 17.30.085(A)), any exterior changes, alterations, modifications, remodeling, relocating, or removal of exterior features that would significantly affect any building or structure located within the C-II, C-III, M-II(B), P/OS, P/OS(B), and P-I zoning districts of the historic overlay district. Exterior changes includes the application of exterior paint or the installation of exterior mechanical system elements, subject to any administrative review provisions of the Port Townsend historic preservation standards manual, as described in PTMC 17.30.160;
 3. Is located within the R-II zoning districts of the historic overlay district and which also requires issuance of a conditional use permit under this title;
 4. Involves the erection of any new sign, or the removal or substantial alteration of any existing sign, within the waterfront subdistricts that lie within the boundaries of the historic overlay district, subject to any administrative review provisions of the Port Townsend historic preservation standards manual, as described in PTMC 17.30.160.
- C. Exemptions. The requirements of this chapter shall not apply to any development or municipal improvement that involves the following; provided, prior to undertaking any activity listed below, required building permits or other



approvals shall first be obtained:

1. Involves the demolition of any church or other structure that is actively used for religious purposes; provided, that the project proponent demonstrates that demolition of the existing structure is necessary in order to afford reasonable use of the subject property for religious-related purposes;
2. Is located within the R-II or R-III zoning districts of the historic overlay district and is listed as a permitted use under Chapter 17.16 PTMC;
3. Involves interior building construction, maintenance, remodeling and decoration activities;
4. Involves emergency repairs of buildings, structures and improvements; provided (a) that a waiver of design review has first been obtained from the director, subject to such conditions as the director determines appropriate based on the emergency, and based on the requirements of this chapter; (b) such repairs shall be strictly limited to correcting emergency conditions; and (c) that after cessation of the emergency condition, all permanent installations shall be subject to design review and approval under this chapter;
5. Involves ordinary (i.e., nonemergency) maintenance and repair activities; provided (a) that a waiver of design review has first been obtained from the director, and (b) all applicable code requirements are met, including criteria for buildings subject to

review under this chapter.

- D. Controlling Effect of Chapter. This chapter supplements other building and land use regulations and codes of the city for which permits and approvals may be required, including but not limited to building code, fire code, shorelines regulations, energy code, accessibility code, and sign code. Where this chapter is in conflict with any other building or land use regulation or code, then to the extent permitted by law the provisions of this chapter shall apply. (Ord. 2869 § 1, 2004; Ord. 2859 § 4, 2004).

17.30.030 Historic overlay district – Official map.

The locations and boundaries of the historic overlay district and the waterfront subdistricts located therein shall be as shown on the map, entitled "Historic Overlay District, Port Townsend, Washington." The map and all the notations, references, and amendments thereto and other information shown thereon are hereby made a part of this chapter, just as if such information were fully described and set forth herein. In the case of any conflict between the map and the text of this chapter, the text of this chapter shall prevail. The map shall be kept on file in the office of the city clerk, and also be available for inspection by the public at the development services department. (Ord. 2892 § 1, 2005; Ord. 2859 § 4, 2004).

17.30.040 Historic overlay district – District and subdistrict boundaries.

The boundaries of the district and subdistricts regulated under this chapter are described as follows:

- A. Historic Overlay District. That portion of the city of Port Townsend encompassing the area nominated to the National Register of Historic Places on April 19, 1976, and those portions of the C-III, historic commercial zoning district lying outside the area nominated to the National Register of Historic Places, the boundaries of which are more particularly described as: Beginning at Port Townsend Bay in a northwesterly direction co-linear with Harrison Street and continuing to Water Street, then southwest along Water Street to Van Buren Street, then northwest along Van Buren Street to its intersection with the edge of the bluff, then following the bluff toward the southwest to the vacated Scott Street right-of-way, along that vacated right-of-way to its intersection with Jefferson Street, southwest along Jefferson one-half block then 90 degrees to the northwest along a line parallel to Scott Street continuing to Lawrence Street, northeast along Lawrence to Walker Street, northwest along Walker to Blaine Street, northeast along Blaine to Van Buren Street, southeast along Van Buren to Garfield Street, northeast along Garfield to Harrison Street, northwest along Harrison to Chestnut Street, north along Chestnut to F Street, east along F to Oak Street, north along Oak to Taft Street, along Taft to a point midblock between Adams and Quincy Streets, then 90 degrees to the northwest along a line parallel to Quincy then 90 degrees to the northeast taking in the property at the west corner of Quincy and Taft Streets, retuning along Quincy to Taft and continuing along Taft Street northeast to Admiralty Inlet.

- B. Historic Overlay District – Waterfront Subdistrict – Generally. That area of the city of Port Townsend lying within the historic overlay district and more particularly described as:

Beginning at Port Townsend Bay in a northwesterly direction co-linear with Harrison Street and continuing to Water Street, then southwest along Water Street to Van Buren Street, then northwest along Van Buren Street to its intersection with the edge of the bluff, then following the top of the bluff toward the northeast to its intersection with Lincoln Street, then northeast along Lincoln Street to Admiralty Inlet.

- C. Historic Overlay District – Specific Subdistricts. The specific subdistricts lying within the historic overlay district are more particularly described as follows:

1. Ferry Retail Subdistrict: Beginning at Port Townsend Bay in a northwesterly direction co-linear with Harrison Street and continuing to Water Street, then southwest along Water Street to Van Buren Street, then northwest along Van Buren Street to its intersection with the edge of the bluff, then following the edge of the bluff toward the northeast to its intersection with Polk Street, then southeast along Polk Street to Water Street, then northeast along Water Street to a point midblock between Polk Street and Tyler Street, then 90 degrees to the southeast to Port Townsend Bay.
2. Historic Commercial Subdistrict: Beginning at

Port Townsend Bay in a northwesterly direction co-linear with a point located on Water Street midblock between Polk and Tyler Streets, then west along Water Street to Polk Street, then northwest along Polk Street to the edge of the bluff along Washington Street, then following the edge of the bluff toward the northeast to its intersection with Quincy Street, then southeast along Quincy Street to Washington Street, then northeast along Washington Street to Madison Street, then southeast along Madison Street to Water Street, then southwest along Water Street to a point midblock between Madison and Quincy Streets, then southeast along the line separating Lot 4 from Lot 6 of Block 6 of the Original Townsite of Port Townsend, then southwest along a line parallel to the line separating Lots 5 and 7 from Lots 6 and 8 of Block 6 of the Original Townsite of Port Townsend to the western edge of the Quincy Street right-of-way, then southeast along the western edge of the Quincy Street right-of-way to Port Townsend Bay.

3. Civic Subdistrict: Beginning at Port Townsend Bay in a northwesterly direction co-linear with the western limit of the Quincy Street right-of-way to a point midblock between the vacated Front Street right-of-way and Water Street, then northeast along a line parallel to the line separating Lots 5 and 7 from Lots 6 and 8 of Block 6 of the Original Townsite of Port Townsend to its intersection with the line separating Lot 4 from Lot 6 of Block 6 of the Original Townsite of Port Townsend,



then northwest along the line separating Lot 4 from Lot 6 of Block 6 of the Original Townsite of Port Townsend to Water Street, then northeast along Water Street to Madison Street, then northwest along Madison Street to Washington Street, then southwest along Washington Street to Quincy Street, then northwest along Quincy Street to the edge of the bluff, then northeast along the edge of the bluff to its intersection with Monroe Street, then southeast along Monroe Street to Port Townsend Bay.

4. Point Hudson Marina Subdistrict: Beginning at Port Townsend Bay in a northwesterly direction co-linear with Monroe Street and continuing to the edge of the bluff, then following the edge of the bluff toward the northeast to its intersection with Lincoln Street, then northeast along Lincoln Street to Admiralty Inlet.
5. Uptown Subdistrict: (Reserved). (Ord. 2859 § 4, 2004).

17.30.050 Mandatory design review – Certificates of approval binding.

- A. HPC Review and Director's Certificate of Approval. Unless exempted by this chapter (see PTMC 17.30.020), no development or municipal improvement regulated under this chapter may be initiated without design review and recommendation by the historic preservation committee (HPC) and issuance of a certificate of approval by the director.

- B. Modification of HPC Recommendations. Based upon the information provided by the applicant and developed by HPC, and based further upon any formally adopted city code, plans and policies as may be applicable, the director has the authority to modify the recommendation of the HPC. If the director modifies a recommendation, it shall be for good cause set forth in writing, and the director shall promptly notify HPC of any modification.
- C. Limitations on Permits. No city permits or approvals shall be issued for any development or municipal improvement regulated under this chapter absent issuance of a certificate of approval by the director.
- D. Certificate of Approval Binding Upon Applicant. Upon issuance by the director, the conditions attached to the certificate of approval shall become binding upon the applicant and any agent or representative of the applicant for applications within the historic overlay district, except the following applies to the uptown subdistrict: certificate of approval is not binding for any change, alteration, remodel or demolition within the uptown subdistrict.
- E. SEPA Authority. In addition to the requirements of this section, the city retains substantive authority under the State Environmental Policy Act (Chapter 43.21C RCW) to review, condition or deny any proposed development or municipal improvement based upon the identification of probable, significant adverse environmental impacts of the proposal. (Ord. 2859 § 4, 2004).



17.30.060 Certificates of approval – Demolition.

- A. General Requirements. Prior to the partial or complete demolition (as defined in PTMC 17.30.085(A)) of a building or structure regulated under this chapter, the applicant must obtain a certificate of approval for both the proposed demolition and any proposed replacement development.
- B. Exemption – City Abatement of Unsafe Conditions. In the event of a finding by the city building official of an unsafe condition, the building official may issue an abatement order allowing partial or complete demolition (as defined in PTMC 17.30.085(A)) of a structure otherwise regulated under this chapter; provided, that all reasonable efforts have first been made to preserve and correct unsafe conditions rather than to partially or completely demolish valuable buildings or structures. (Ord. 2859 § 4, 2004).

17.30.070 Preapplication conference mandatory.

All applications for design review and a certificate of approval under this chapter that involve demolition or partial demolition (as defined in PTMC 17.30.085(A)), new construction or a new addition to an existing building shall not be accepted by the director unless the project proponent has scheduled and attended a preapplication conference with development services department staff and a representative of the HPC. The purpose of the preapplication conference is to acquaint the project proponent with the requirements of this chapter and to provide preliminary comments on the acceptability of the

proposed design. (Ord. 2892 § 1, 2005; Ord. 2859 § 4, 2004).

17.30.080 Application for certificate of approval.

- A. Filing. Application for a certificate of approval shall be made by filing an application for such certificate with the development services department.
- B. General Application Submittal Requirements. To be considered complete, an application for a certificate of approval under this chapter shall include the following:
 - 1. A completed application on a form prescribed by the development services department, prepared in consultation with the HPC, accompanied by a site plan showing the location of the building or buildings, parking, exterior lighting, signs and landscaping, exterior elevations of the front, rear and side of the building or other improvements with a description of the type and finished color of exterior siding, signage, exterior hardware, windows and roofing to be used.
 - 2. Detailed drawings of architectural features, signs and trim; and “as is” photographs of the subject building or site and adjacent structures.
 - 3. All diagrams, drawings and plans shall be drawn to scale. The HPC may request additional information necessary for their review and recommendation.
 - 4. Evidence that the application is made by or on

behalf of the owner.

The DSD director may limit the submittal requirements to only those necessary for review of the proposal. (Ord. 2892 § 1, 2005; Ord. 2859 § 4, 2004).

17.30.085 Demolition standards.

- A. Definition – Demolition.
 - 1. “Demolition (or partial demolition)” means the destruction or removal, or relocation, of a building or structure, in whole or in part.
 - 2. Demolition (or partial demolition) pertains to the demolition of significant features of a building that are important to defining the building’s or structure’s historic character.
 - 3. Demolition (or partial demolition) does not include the removal of past additions for the express purpose of restoration of a structure to its historic appearance, form, or function.

Demolition (or partial demolition) does not include the destruction or removal of portions of a building or structure that are not significant to defining its historic character. This exclusion is valid so long as the demolition is done as part of a design review application approved pursuant to PTMC 17.30.080.
- B. Demolition Applications – Information Required. Unless waived by the director, applicants proposing the demolition of any building or structure regulated under this chapter shall supply the information required under PTMC 17.30.080.



and the information set forth in this section. The information to be provided relates only to the property or building under review. The information to be provided does not require information concerning an owner's assets or income, except as it specifically relates to the property or building under review.

1. Where demolition of the building is sought due to unsafe conditions, the applicant shall supply a report from a Washington-licensed structural engineer that substantiates that the building thereof is imminently dangerous to the public.
2. Where demolition of the building is sought for reasons other than unsafe conditions, the applicant shall supply a report from a Washington-licensed structural engineer and a financial analyst or economist with demonstrated competence in the field, demonstrating that maintenance of the building or structure or any important features thereof proposed for demolition will impose an economic hardship upon the owner, rendering it impracticable to renovate, restore or reuse the structure, and rendering it economically infeasible to renovate, restore, or reuse the structure in comparison to the economic value of the proposed redevelopment. The report shall analyze the reasonable economic alternatives to demolition, including redevelopment for uses permitted by city code, and an analysis showing whether the redeveloped property is capable of providing a

reasonable economic return upon completion of reasonable renovation or repair activities. The report shall also contain the following information:

- a. Current level of economic return including the amount paid for the property, date of purchase, party from whom purchased and the relationship between the current owner of record, the applicant and the person from whom the property was purchased;
- b. Annual gross income from the property for the previous three years, itemized operating and maintenance expenses for the previous three years, and depreciation deduction and annual cash flow before and after debt service, if any, during the same period;
- c. Remaining balance on the mortgage or other financing secured by the property, real estate taxes paid on the property for the previous four years, and the most recent assessed value of the property;
- d. All appraisals obtained within the previous three years by the owner in connection with the purchase, financing or ownership of the property;
- e. Any listing of the property for sale or rent, price asked for and offers received, if any, within the previous two years;
- f. Fair market value of the property at the time of application;
- g. Whether the remainder of the site

is capable of economically viable development even if the structure is required to remain on the site.

3. Scaled architectural renderings, drawings and plans of sufficient detail showing the replacement buildings or structure proposed to be built on the site upon completion of demolition work. Sufficient detail means detail to allow conceptual review.

- C. Waiver. The director, following recommendation of HPC, may waive the requirements in this section pertaining to demolition, in advance and in writing of any demolition, if the removal of the structure will not be detrimental to the historic and architectural character of the historic overlay district, based on the criteria set forth in subsection (E)(4) of this section.

An applicant seeking demolition shall be entitled to a determination whether the proposal is entitled to a waiver without having to submit drawings or plans of the proposed replacement or remodeled structure. In addition, an applicant may seek a determination whether a demolition constitutes a significant alteration of a structure, for purposes of determining if the demolition standards of PTMC 17.30.085 apply. In these situations, the applicant shall submit such information as determined by the DSD director is necessary to review a proposed demolition. A decision by the city on this application shall be effective for a period of five years from the date of the city's decision and, if an application for a certificate of approval is filed within five years, such

additional amounts of time as are necessary to process the application.

- D. Applications for Demolition. Applications for demolition, where no waiver as determined by the DSD director applies, shall be processed as follows:
 1. The city manager shall appoint an independent expert to review and act with full authority as the director on the application. The independent expert shall be a person who has had at least 10 years' experience involved in a profession, business or organization, and who has devoted a substantial amount of his or her experience within those 10 years, to historic preservation issues and in reviewing structural and financial information with respect to older buildings. Examples of relevant professions, businesses, or organizations include, but are not limited to, certified real estate appraisers, architects, bankers, and/or executives or persons in organizations or companies which are substantially involved in evaluating the economics of historic preservation matters.
 2. The city manager shall provide notice of the application for demolition, and appointment of the independent expert, to each member of the city council, and shall direct the clerk to publish a notice of the pending application and opportunity to comment on the application. The comment period shall be at least 20 days before issuance of a decision on the application by the independent expert.
 3. The independent expert shall review the



application, and any written comments and any other information.

4. HPC shall provide recommendation on whether the demolition is detrimental to the character of the historic district, and a recommendation on design review for the replacement building or structure.
5. The independent expert shall issue a written decision, granting, granting with conditions, or denying the application. The decision shall contain an explanation of the independent expert's decision.
6. Notice of the independent expert's decision shall be mailed to any person who, prior to rendering the decision, made a written request to receive notice of the decision or submitted written substantive comments on the application.
7. The time limits set forth in PTMC 17.30.100 apply to this section.
8. The process relating to Type II decisions (administrative decision with appeal to hearing examiner) applies, except as modified by this section. A party of record may appeal the final decision of the independent expert to the hearing examiner in the manner provided by PTMC 17.30.130. A determination that the application is or is not detrimental to the historic character of the district is appealable directly to the hearing examiner, without the applicant having to submit drawings or plans of the proposed replacement or remodeled

structure, in the manner provided by PTMC 17.30.130. If the hearing examiner denies the applicant's appeal, then the process set forth in this section for demolition applies. If the hearing examiner upholds the applicant's appeal, then the process in this chapter for design review not involving demolition applies.

- E. Peer Review. The director may request peer review of any documents or reports where the director deems it to be reasonably necessary to insure the accuracy, effectiveness or objectivity of any of the documents, reports or measures proposed within them. A written determination from the director requiring peer review shall include the following information:
 1. A statement giving the reason(s) peer review is necessary (e.g., errors of fact or law, error in judgment, objectivity, or information or new information);
 2. A statement of the specific areas of the report believed to be inadequate or in error, or not sufficiently definite to allow meaningful analysis;
 3. The specific information sought (such as confirmation of the structural deficiencies cited by the report, the adequacy of financial estimates given for the renovation, restoration or reuse of the building or structure, feasibility of the proposed replacement structure to actually be built, conflicting evidence, etc.);
 4. The director may also consult with other agencies, requesting information on the

proposal's impacts, and review of any report's contents which lie within the other agency's jurisdiction or expertise.

Before requiring peer review, the director shall attempt to obtain clarification or new information from the applicant or author of the report addressing issues raised by the director.

The city shall pay for the peer review; however, if the peer review establishes that the reports submitted by the owner were not accurate to a material degree, then the applicant shall pay for the peer review.

- F. Certificate of Approval for Demolition – Criteria for Approval.

1. An application for demolition of a building or structure regulated under this chapter shall be denied unless the application is based on the building being an imminent threat or the owner seeks to demolish and build a replacement structure. Demolition shall be approved if:
 - a. Removal would not be detrimental to the historic character of the historic district, based on criteria set forth in subsection (E) (4) of this section; and
 - b. The applicant has received conceptual approval for a new replacement structure; and
 - c. The applicant has the financial ability and intent to build the proposed new structure as demonstrated by a guarantee agreement

between the owner and the city.

2. If removal would be detrimental to the historic character of the historic district, then the application shall be denied unless:
 - a. The denial or partial denial will deprive the owner of reasonable economic use of the property;
 - b. The building, structure, or portion thereof to be removed cannot be adapted for any other use, whether by the owner or by a purchaser, which would result in a reasonable economic return;
 - c. There is no viable or reasonable alternative which would have less impact; or
 - d. The structure is so deteriorated, and there is so little historical fabric, that it would be impossible to retain the historic, cultural, and architectural significance of the structure through rehabilitation or renovation.
3. "Imminent threat" means the building, structure, or portion thereof to be removed constitutes a documented major and imminent threat or immediate danger to the public's health and safety, or is likely to partially or totally collapse and thereby injure persons or damage property, and said demolition or removal is the only reasonable way to alleviate said threat.
4. The removal of a structure will be determined to be detrimental to the historic and

architectural character of the historic overlay district if the structure is at least 50 years old, and meets three or more of the following criteria or is less than 50 years old and meets at least five of the following criteria:

- a. Is associated with events that have made a significant contribution to the broad patterns of national, state, or local history;
- b. Embodies distinctive architectural characteristics of a type, period, style, or method of design or construction, or represents a significant and distinguishable entity whose components may lack individual distinction;
- c. Is an outstanding work of a designer, builder, or architect who has made a substantial contribution to the art;
- d. Exemplifies or reflects special elements of the city's cultural, special, economic, political, aesthetic, engineering, or architectural history;
- e. Is associated with the lives of persons significant in national, state or local history;
- f. It is the only remaining, or one of the few remaining, structures of a particular style, building type, design, material, or method of construction;
- g. It is a conspicuous visual landmark in the community or neighborhood;
- h. It is an important or critical element in establishing or contributing to the



continuity or character of the street, neighborhood or area.

5. The owner has the burden of proof to establish by clear and convincing evidence the necessary findings.
 6. If application of the criteria results in a denial, but the proposed action is necessary to correct an unsafe or dangerous condition on the property, then the director may issue a permit strictly limited to correcting emergency conditions.
- G. Certificate of Approval for Demolition – Conditions. When a certificate of approval for the partial or complete demolition (as defined in subsection A of this section) of a building or structure regulated under this chapter is granted, or a waiver thereto is granted by the director, conditions may be imposed that include, but are not limited to, the following:
1. A stay on issuance of the demolition permit by DSD for a period of up to 90 days to allow alternatives to demolition to be explored. A longer time period may be established, if agreed to by the applicant;
 2. Certificate of approval for a replacement building design;
 3. Establishment of a financial arrangement or assurance acceptable to the city that ensures or provides reasonable assurance the approved replacement structure will be built within three years of approval of the replacement design (provided the director for good cause may grant at any time an additional period of time up to one additional year). Projects subject to the shoreline master program shall comply with applicable timeframes in those regulations. Said guarantee agreement must contain a covenant to construct the approved replacement structure, be recorded against the title of the land, and require the applicant to post a performance bond, letter of credit, escrow agreement or other arrangement or evidence acceptable to the city to ensure construction of the approved new structure;
 4. Conditions which provide for the owner to document the property in manner approved by the director and/or for rights of access to the property for the purposes of documentation or for agreed upon removal of materials or artifacts.
- H. Certificate of Approval for Demolition – Expiration. A certificate of approval for partial or complete demolition (as defined in subsection A of this section) expires if the work authorized by the certificate is not commenced within 180 days from the date of issuance of the demolition permit. The director may extend the time for commencement of work upon written request by the applicant showing circumstances beyond his or her control. If the certificate of approval for demolition expires, a new application for such must be submitted and approval obtained before work can be commenced. (Ord. 2892 § 1, 2005; Ord. 2875 § 1, 2004; Ord. 2869 § 2, 2004; Ord. 2859 § 4, 2004).



17.30.090 Timing of application submittals.

Immediately upon issuance of a determination of completeness for any permits required under any other chapters of this title, an environmental determination under PTMC Title 19, or a substantial development permit under the Port Townsend shoreline master program, an applicant for a development or municipal improvement regulated under this chapter shall submit an application for design review and certificate of approval. All such submittals shall be made at least 60 days prior to the first hearing of the hearings body conducting any open record public hearing on the proposed development. (Ord. 2859 § 4, 2004).

17.30.100 HPC process – Review and recommendation to director required.

- A. Director's Responsibilities. Upon receipt of a completed application for a certificate of approval, the director shall:
1. Inform the applicant of the review requirements;
 2. Report receipt of the application to the HPC and forward the application to its members;
 3. Assist the HPC in considering the design guidelines, building, zoning, shoreline, sign and fire code and other regulatory requirements which may apply to the proposed development or municipal improvement; and
 4. Refrain from issuing any building permit prior to issuance of a certificate of approval

for the proposed development or municipal improvement, which shall occur only after consideration of the HPC's findings, conclusions and recommendation.

- B. HPC Meeting Required. The director, in consultation with the HPC, shall set a public meeting time and place as soon as possible to review the application according to the design review standards established in this chapter. The director shall request the applicant, and any design professionals assisting the applicant, to attend the meeting. If the applicant, or the applicant's representative responsible for project design, fails to attend the meeting, an alternate meeting shall be scheduled by the HPC within 30 days of the initial meeting, and the director shall provide the applicant with written notification of the continued meeting; provided, that in such event, the duration of time between the originally scheduled meeting and the continued meeting shall be considered time necessary for the city to obtain additional information on the application, in accordance with PTMC 20.01.110. In the event the applicant fails to attend the continued meeting, the director, upon providing written notification to the applicant of the continued meeting, shall determine the application to be abandoned and withdrawn. Where the director deems an application to be abandoned and withdrawn, no permits shall be issued by the city on the project unless and until the applicant has applied anew for design review and obtained a certificate of approval under this chapter.

- C. Additional HPC Meetings. The HPC, in coordination with the applicant, may schedule additional meetings as it may find necessary and desirable to complete its review and formulate findings, conclusions and recommendations for the advice of the director. The HPC may, in the execution of its review, assign any portion of the review of any application to any member or subcommittee of the HPC; provided, that the vote approving the findings, conclusions and recommendation regarding the application for the certificate of approval shall be made by a majority vote of a quorum of the HPC.
- D. Phased Review. Upon approval of the DSD director, applications may be processed in phases; provided however, that phased review shall only be allowed if review of phases provides adequate review of the project.
- E. HPC Recommendations – Contents. When the HPC has completed its review, it shall forward its findings, conclusions and recommendation to the director.
1. The HPC's recommendation shall include, but not necessarily be limited to, the following information: the name of the applicant; the date the recommendation is issued; the location of the proposed development or municipal improvement; a brief narrative description of the development or municipal improvement; specific reference to any and all plans submitted by the applicant showing, if applicable, the design which the HPC has found to be consistent with adopted design

standards; a statement as to whether or not the HPC finds the proposed development or municipal improvement to be contributing or not contributing to the historic overlay district and specific waterfront subdistrict in which it is located, if applicable; and any and all specific design elements and/or conditions of approval recommended by the HPC. The HPC shall also document any voluntary revisions that the applicant has made as a result of the HPC review.

2. In the event the HPC recommends that the director attach conditions upon the certificate of approval that have not been agreed to by the applicant, or in the event that the HPC recommends denial of the application, the HPC's transmittal to the director shall include detailed findings and conclusions supporting the recommended conditions or denial, with specific reference made to the formally adopted design standards supporting the recommendation. For the purpose of this chapter, plans, policies, rules and design guidelines are "formally adopted" when adopted by ordinance of the Port Townsend city council, or incorporated by reference within an ordinance of the city council.
3. Upon approval of HPC, HPC may appoint a subcommittee of its members to provide recommendation on matters involving clarifications of HPC recommendations, or minor issues or matters that are not inconsistent with HPC recommendations.

- F. Time Limit for HPC Review and Recommendation. Unless an extension is authorized by the applicant, the HPC shall complete its review and forward its findings, conclusions and recommendation to the director within 45 days of receipt of a complete application for a certificate of approval, consistent with PTMC 20.01.120. In the event that the HPC fails to issue its recommendation within such period, the director shall issue a certificate of approval without the recommendation of the HPC. (Ord. 2892 § 1, 2005; Ord. 2859 § 4, 2004).

17.30.110 Certificate of approval – Director's decision.

- A. Director's Written Decision. Upon their receipt, the director shall deliberate upon the HPC's findings, conclusions and recommendations, according great weight to the same. The director shall then issue a written decision granting, granting with conditions, or denying a certificate of approval based upon the HPC's recommendations, and shall provide a copy of the decision to the applicant not later than 14 days after receipt of the HPC's recommendation.
- B. Certificate of Approval – Contents. The certificate of approval issued by the director shall include, at a minimum, the information contained within the HPC's findings, conclusions and recommendation, shall plainly state whether the HPC's recommendations are approved with, or without, modifications and shall include a finding or findings that the decision is based upon formally adopted design standards and/or the

voluntary agreement of the applicant. The director may request that the applicant sign the certificate acknowledging that the applicant agrees to accept the conditions of approval. (Ord. 2859 § 4, 2004).

17.30.120 Issuance of certificate of approval – Effect on other permits or approvals.

- A. Issuance of a certificate of approval by the director does not constitute or imply approval of any other permit or approval which may be required for the development. For Type II and Type III applications requiring design review and issuance of a certificate of approval in accordance with this chapter, the certificate of approval shall be included in the staff report and recommendation transmitted to the decisionmaker or hearing body pursuant to PTMC 20.01.220. Upon approval by the designated decisionmaker or hearing body, the certificate of approval issued by the director shall be incorporated by reference within, and constitute a component of the conditions and requirements of any other permit issued by the city.
- B. No provision of this chapter shall be interpreted as limiting the authority of the hearing body or decisionmaking body to impose conditions as authorized elsewhere in this title, or in accordance with any formally adopted plans, regulations or policies of the city, including but not limited to PTMC Title 19, Environmental Protection.
- C. Any development or municipal improvements subject to the provisions set forth in this chapter shall also be subject to the use, bulk, dimensional

and density requirements contained elsewhere in this title, all other applicable provision of this title, and any other applicable provisions of state or local laws, rules, regulations or ordinances.

- D. Nothing in this chapter shall be construed as delegating either the HPC or its committees with any quasi-judicial, executive or legislative power, authority or responsibility. (Ord. 2859 § 4, 2004).

17.30.130 Appeals.

- A. Process. Appeals of a decision of the director to grant, deny, or attach conditions to a certificate of approval shall be made in accordance with the appeal provisions set forth in Chapter 20.01 PTMC for Type I-A decisions (administrative approval, with appeal by applicant or party of record to the hearing examiner).
- B. Standard of Review. In making its decision on the appeal, the hearing examiner shall accord substantial weight to the decision of the director. In the event the hearing examiner denies the appeal and affirms the decision of the director, the hearing examiner shall adopt written findings of fact and conclusions in support of its decision. In order to grant any appeal from the decision of the director, the hearing examiner must find that the decision was clearly erroneous or that the director failed to adhere to the design standards established by this chapter. (Ord. 2859 § 4, 2004).

17.30.140 Historic overlay district – Design standards.

In reviewing development or municipal improvements subject to this chapter, the HPC and the director shall apply, and development or improvements construction shall follow and conform with the following standards:

- A. The Secretary of the Interior's "Standards for the Treatment of Historic Properties, with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings" (1995);
- B. Developments or municipal improvements regulated by this chapter that are located in the downtown historic commercial C-III district should also be subject to the guidelines contained in "Water Street Historic District: A Field Report of the National Trust for Historic Preservation," reprinted in 1977;
- C. The waterfront subdistrict design review standards set forth in PTMC 17.30.150; and
- D. The standards contained within the historic preservation design guidelines manual adopted pursuant to PTMC 17.30.160. (Ord. 2871 § 2, 2004; Ord. 2859 § 4, 2004).



17.30.150 Waterfront subdistrict – Additional design standards.

In its review of development or municipal improvements occurring within the waterfront subdistrict of the historic overlay district, the HPC and the director shall apply the following design standards in addition to those set forth in PTMC 17.30.140.

A. General Standards.

1. City Form.

- a. Designs should acknowledge the role of the shoreline and the bluff as the traditional determinants of the form of the city's development by preserving and continuing the linear organization of the city between the shoreline and the bluff.
- b. Designs should assist the redirection of the city's focus to the waterfront by enhancing public access to the waterfront, creating public open spaces oriented to the waterfront, and encouraging waterfront uses and activities which are consistent with the carrying capacities of the aquatic environment.
- c. New buildings or redeveloped buildings shall preserve and enhance the city's pyramidal form through compliance with the special height overlay district regulations set forth in Chapter 17.28 PTMC.
- d. New development or redevelopment shall follow and enhance the unique character

of its environs through compliance with the design standards set forth for the specific waterfront subdistricts set forth in subsection B of this section.

- e. New development should recognize the city's historic architectural heritage through the use of building materials, construction methods, building proportions and architectural devices compatible with those used in existing buildings, but should not attempt to replicate existing historical buildings.
 - f. In the development of streets and parking areas, functional requirements for vehicular movement and parking should not compromise the safety of or inhibit the movement of pedestrians. Streets should have easy and well-marked pedestrian crossings. Parking lots should be small, incremental, well-lit and secure. Pedestrian movement should be enhanced through the location of landscaping, lighting and signage.
- ##### 2. City Connections.
- a. Property owners are encouraged to make available areas within and around developments where monuments and markers can be established by the city to commemorate historic people and events, mark places of urban celebration, and give visual orientation to users of the city.
 - b. Designs shall protect views of the water

and the bluff through compliance with the shoreline master program, the special height overlay district regulations set forth in Chapter 17.28 PTMC, and other design standards established pursuant to this chapter.

- c. Any new development or redevelopment of properties adjacent to the shoreline shall comply with the policies and performance standards of the shoreline master program and the Washington State Department of Ecology Shorelands and Coastal Zone Management Program Shoreline Public Access Handbook, relating to visual and pedestrian access to and along the waterfront. In furtherance of those policies, public access to and along the waterfront should be coordinated and linked with other public access to create a continuous public walkway along the waterfront described in the plan as the "Waterwalk."
- d. Designs should include and incorporate visual and physical connections between pedestrian spaces and public access areas which encourage easy and inviting movement between adjoining spaces. Designs should incorporate views through developments, where feasible.
- e. Any redevelopment of existing public rights-of-way and public access connections along the bluff line should preserve, create and enhance vehicular and pedestrian connections between



the downtown and uptown areas of the city. Where these conflict, pedestrian considerations should prevail.

3. Civic Spaces.

- a. Streets should be designed to function as public open spaces bordered by buildings, in addition to facilitating traffic movement. Buildings should be designed to enhance the pedestrian experience through the use of such features as building articulation (i.e., variations in building materials, surface texture, windows, doors, porches and other facade features), landscaping, lighting and signage without encumbering the efficient movement and parking of vehicles.
- b. Development at street intersections should enhance intersections in ways that extend beyond functional needs through the location of building entries and the incorporation of building details, street lighting, landscaping and signage which respect and conform to the character of existing structures at the intersection.
- c. Designs are encouraged to make natural areas and open space accessible to the public in ways that do not destroy or endanger wildlife habitats or water quality. Designs should utilize lighting, furniture and landscaping in a way that natural areas and open spaces can be used in a safe and secure manner. Where possible through public/private partnerships, vacant lots

within the city, until developed, should be made available as parks and courtyards which are accessible to citizens and visitors.

- d. Open spaces and enclosed or sheltered public spaces should be designed to be flexible and to accommodate a variety of functions, including both organized use, such as outdoor concerts and group gatherings, and casual use.
 - e. Public open spaces created within the urban waterfront area should incorporate appropriate landscape and hardscape elements in accordance with the character of the subdistrict and the natural environment within which the development is being designed.
 - f. Street furniture, lighting and signage should be designed in accordance with the character and predominant theme of the subdistrict in which it is located.
- ### 4. New Buildings.
- a. New construction should preserve and continue the traditional block development pattern of the city by creating buildings that follow in scale and proportion the traditional modularity of existing block faces with buildings constructed to street property lines and main access from the street. In areas immediately adjacent to traditional blocks where the traditional block pattern has not been followed, new development and redevelopment should



be designed with the same scale and proportions as would be found within the traditional block pattern with buildings constructed to the property line and main access from the street.

- b. New structures built between or among existing structures should reflect the principles of design of the surrounding buildings in proportion, composition and detail. To accomplish these goals, building designs should adhere to the following: proportions of the facade should be similar to those of adjacent buildings; existing cornice lines should be continued; storefronts should be aligned; and windows, storefronts and other openings should be in the same proportions as those of adjacent buildings both on upper and ground floor levels.
 - c. Design facades for new buildings should build on the qualities of existing facades with predominant attention given to the design integrity of the vertical wall.
 - d. Designs which incorporate artificial or synthetic decorative detail to replicate historic precedent are discouraged, while designs which utilize traditional materials and craftsmanship to create the same quality and detail that is fundamental to the historic buildings of the district are encouraged.
 - e. In new development or redevelopment
 - building materials should be limited to those predominant materials used in the existing structures within the particular subdistrict as defined in PTMC 17.30.040. Synthetic or artificial materials are discouraged in exterior applications.
5. New Additions to Existing Buildings.
 - a. New additions to existing buildings should be designed first to fit the context of the existing building to which they are attached and secondly into the block within which they are built.
 - b. New additions to existing buildings should be good "background" additions, which respect and support the existing structure, rather than an "image" addition, which would depart significantly in architectural style.
 - c. New additions to existing buildings should preserve significant historic materials and features by avoiding construction on a primary or other character-defining elevation. The loss of historic material comprising external walls, internal partitions and floor plans should be minimized.
 - d. New additions to historic buildings should be compatible with the size, scale, massing and proportion of the historic building to ensure that the historic form is not expanded or changed to an unacceptable degree. Where possible, new additions

should be placed on an inconspicuous side or rear elevation so that the new work does not result in a radical change to the form and character of the historic building. New additions, including additional stories, should be set back from the wall plane or roof line to preserve the historic building's form and to allow the new work to be distinguished from the existing.

- e. New additions to historic buildings should be designed in a manner that provides some differentiation in material, color, and detailing so that the new work does not appear to be part of the historic building. The character of the historic resource should be identifiable after the addition is constructed.

B. Specific Subdistrict Standards.

1. Ferry Retail Subdistrict.

- a. New development should acknowledge and continue the continuity of the street facade and the predominance of ground level street-front retail bays along Water Street and enclose or otherwise conceal parking facilities.
- b. Street landscaping shall be similar to existing landscaping on other areas of Water Street, including the planting of trees. Landscaping shall be used along the waterfront to screen utility structures, such as dumpsters, oil tanks, and service entrances, from public view.

- c. Towers of no larger than 100 square feet in plan may exceed the building height limit by a maximum of 10 feet; provided, that no building shall exceed a total of 50 feet.
- d. Brick and sheathing materials used in all new construction shall be compatible in color, texture and size with materials used in existing structures within the adjacent areas of the historic overlay district.
- e. Building color, signage, lighting and landscaping shall be compatible with, and similar to, those of existing structures within adjacent areas of the historic overlay district.
- f. Designs should encourage and facilitate public access on the water-side of the ferry retail district.
- g. New development shall provide a similar block pattern as found in the adjacent areas of the historic overlay district. Buildings should be built to the property line along the following view corridors: Water Street; Polk Street; Fillmore Street; Harrison Street; and Van Buren Street. Elements occurring in public rights-of-way, such as signs, fountains and monuments, shall be low in form with vertical elements limited to slender obelisks.

2. Historic Commercial District.

- a. Designs which provide water access, walkways and other water-side improvements are encouraged.

- b. Designs should preserve and restore public art and historic signage and art on existing buildings.
- c. Towers of up to 100 square feet in plan may exceed the height limit by 10 feet, excluding finials or other architectural features of not more than five feet; provided, that no building shall exceed a total of 50 feet.

3. Civic District.

- a. Streetscape design shall comply with the Streetscape Design/Main Street Project Manual adopted January 17, 1989, by Ordinance 2143, including any amendments.
- b. Brick that is compatible in color, texture and size with brick used in existing structures in this subdistrict should be the dominant building material used in any future construction.
- c. Designs should protect the view corridors along the Water Street axis to Point Hudson and the Madison Street axis from Memorial Field to the City Dock through compliance with the height restrictions set forth in Chapter 17.28 PTMC. Buildings framing these view corridors are encouraged to be built to the street property lines. Elements occurring in public rights-of-way, such as signs, fountains and monuments, should be low in form with vertical elements limited to slender obelisks.

- d. City Hall should remain the dominant feature of the cityscape in this subdistrict. No building shall be erected in this subdistrict that is greater in height than City Hall. Buildings adjacent to or adjoining City Hall shall be of lower height and building facades shall be designed with less detail and ornamentation than City Hall to defer to the architectural significance of City Hall. Buildings connected to City Hall shall not directly abut City Hall at the street property line, but shall be set back at least five feet from the property line for a length of at least five feet.
 - 4. Point Hudson Marina District.
 - a. New development or redevelopment should be compatible in style, height, size, proportions and material used with the former Coast Guard and shipyard buildings in this subdistrict. However, new developments are also encouraged to provide a transition to the civic district and the historic commercial district by incorporating features of those subdistricts, such as building materials and construction styles in the design.
 - b. Buildings more than 30 feet in length or width shall be designed to give the appearance of groups of small buildings by varying building height, massing, setbacks, and facade features, such as windows and doors, every 30 feet along the length of the building.
 - c. Towers of up to 100 square feet may exceed the height limit by 10 feet; provided, that no building shall exceed a total of 50 feet.
 - d. Public access to and along the shoreline is encouraged in all new development in this subdistrict.
 - e. Mixed use projects incorporating both water-dependent and water-related uses as those terms are defined in the plan are strongly encouraged.
 - f. New parking facilities and additional roads should be minimized.
 - 5. Uptown District. (Reserved). (Ord. 2859 § 4, 2004).
- 17.30.160 Historic preservation design guidelines manual adopted – Purpose – Administration.**
- A. Historic Preservation Standards Manual Adopted. The standards and requirements contained in the Port Townsend historic preservation design guidelines manual, as it now exists or is later amended, are hereby adopted, incorporated by reference herein, and made applicable to all developments and municipal improvements regulated under this chapter, except for projects that are exempted from the regulations of this chapter. The Port Townsend historic preservation design guidelines manual currently contains the following sections:
 - 1. Summary of Secretary's Standards for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings;
 - 2. Design Review Guidelines – Overall;
 - 3. Design Guidelines for Signs in the Special Overlay Design Review District and National Landmark Historic District;
 - 4. Port Townsend's National Landmark Historic District Approved Color Palette;
 - 5. Design Guidelines for Awnings in the Special Overlay Design Review District and National Landmark Historic District;
 - 6. Design Guidelines for Murals in the Special Overlay Design Review District and National Landmark Historic District;
 - 7. Design Guidelines for Exterior Mechanical System Elements in the Special Overlay Design Review District and National Landmark Historic District;
 - 8. Design Guidelines for Neon Signage in the Special Overlay Design Review District and National Landmark Historic District;
 - 9. Port Townsend Historic District Streetscape Design, including any amendments thereto (adopted January 17, 1989, by Ordinance 2143; incorporated by reference in PTMC 17.30.150(B) (3), Waterfront subdistrict – Additional design standards); except for the "East Downtown" area, bounded generally by Quincy Street, Washington Street, Hudson Point Marina and Port Townsend Bay, and more specifically described and shown in Figure 1 of the "East Downtown Streetscape Plan (January 29, 2007)" ("plan"), the standards in the plan,

which is hereby adopted and incorporated by reference, shall apply to the “East Downtown” area, and the inconsistent provisions of Port Townsend Historic District Streetscape Design and Port Townsend Urban Waterfront Plan shall be superseded for the “East Downtown” area. The city clerk shall maintain a copy of the “East Downtown Streetscape Plan (January 29, 2007)” available for public use, inspection and copying;

10. Water Street Historic District – A Field Report of the National Trust for Historic Preservation (1977) (incorporated by reference in PTMC 17.30.140, Historic overlay district – Design standards).

B. Purpose. The purpose of the historic preservation design guidelines manual is to establish, in one comprehensive document, prescriptive and performance standards and procedures for developments and municipal improvements regulated under this chapter. The director may include in the manual, in addition to the adopted guidelines, other information applicable to the historic preservation design review process.

C. Procedures for Changes to the Historic Preservation Standards Manual. Upon recommendation from the historic preservation committee (HPC), the director is authorized to make minor, nonsubstantial changes and administrative processes to the historic preservation design guidelines manual without further city council approval or adoption, as follows: Such changes shall be effective 30

days after filing with the city clerk, who shall immediately after filing forward such minor changes to the city council. Significant or substantive changes to the historic preservation design guidelines manual require approval by the city council, and are only effective upon such approval. The authority to initiate minor changes to the manual granted in this subsection is in addition to the director’s authority to interpret land development codes under Chapter 20.02 PTMC.

D. Copies Available for Review and Purchase. Copies of the historic preservation design guidelines manual and all revisions thereto shall be maintained in the city clerk’s office and the development services department (DSD) and shall be available for use and examination by the public, and shall be made available for purchase at the DSD. (Ord. 2945 § 5.2, 2007; Ord. 2941 § 1, 2007; Ord. 2871 § 1, 2004).

17.30.170 Port Townsend historic district – Pivotal, primary and secondary buildings.

A. The following buildings are identified as pivotal, primary or secondary (see subsection B of this section for definitions) on the map which accompanied the certification of the Port Townsend historic district on May 17, 1976:

Building Name	Classification
Kuhn Building	Primary
Pioneer Building	Primary
Capt. Tibbals Building	Primary
Old Lytle Building (western one-third only)	Secondary
Light House Cafe Building (L H Cafe only)	Primary
James and Hastings Building	Primary
Water Street Deli Building	Secondary
Alley Building (922 Water St.)	Secondary
Sterming Block/Lido Restaurant	Primary
Zee Tai Building	Secondary
Mt. Baker Block	Primary
Admiralty Apartments Building	Secondary
McCurdy Building	Primary
Hastings Building	Pivotal
Eisenbeis Building (Olympic Hardware)	Primary
Cracker Factory Building	Primary
Bartlett Building	Primary
Siedenbaum Building	Primary
Kinney’s Closet Building	Secondary

Building Name	Classification
First National Bank Building (810 Water Street)	Primary
C. F. Clapp Building	Primary
Waterman and Katz Building (three-story section)	Primary
Waterman and Katz Building (one-story addition)	Secondary
Alaska Power and Telephone Building	Primary
N. D. Hill Building	Primary
Franklin House	Primary
Fred Lewis Building	Primary
Elevated Ice Cream Building	Secondary
Port Townsend Police Station	Secondary
Port Townsend City Hall	Primary
Public Defender's Building	Secondary
Terry Building	Primary
Washington Street Cafe Building	Secondary
Washington Street Garage	Secondary
Bishop Block	Primary
Eagles Hall	Secondary
Miller and Burkett Block (Elks Lodge)	Primary

Building Name	Classification
First American National Bank Building	Secondary
Showhouse Building	Secondary
227 Taylor Street Building	Secondary
The Duplex Building (632 Water)	Secondary
Athletic Club Building	Secondary
Fowler Building (Leader)	Primary
Union Wharf (Wharf only)	Primary
Union Wharf (Building)	Secondary
Marine Park Building	Secondary
Aldrich's Building	Secondary
Sunshine Cafe to Co-op Complex	Secondary
Fibrearts Building	Secondary
Printery Building	Secondary
Warm Windows Building	Secondary
Jack and Jill Building	Secondary
Odd Fellows Hall (Theater)	Secondary
Puffin Shoe Repair Building	Secondary

B. The National Register of Historic Places used the following definitions of these three classes in the designation of the Port Townsend historic district:

1. "Pivotal" means buildings which were the landmarks of the district, hallmarks of architectural or historical distinction; on their own merits, these buildings are eligible for National Register listing.
2. "Primary" means buildings which have strong architectural or historical qualities and which maintain good integrity but which may not be individually eligible for National Register listing.
3. "Secondary" means buildings which have moderate historical or architectural qualities and which have maintained good (but not perfect) integrity. (Ord. 2859 § 4, 2004).

Sample Historic Overlay District Design Review Ordinance

Chapter 17.26 OVERLAY DISTRICTS

SECTIONS:

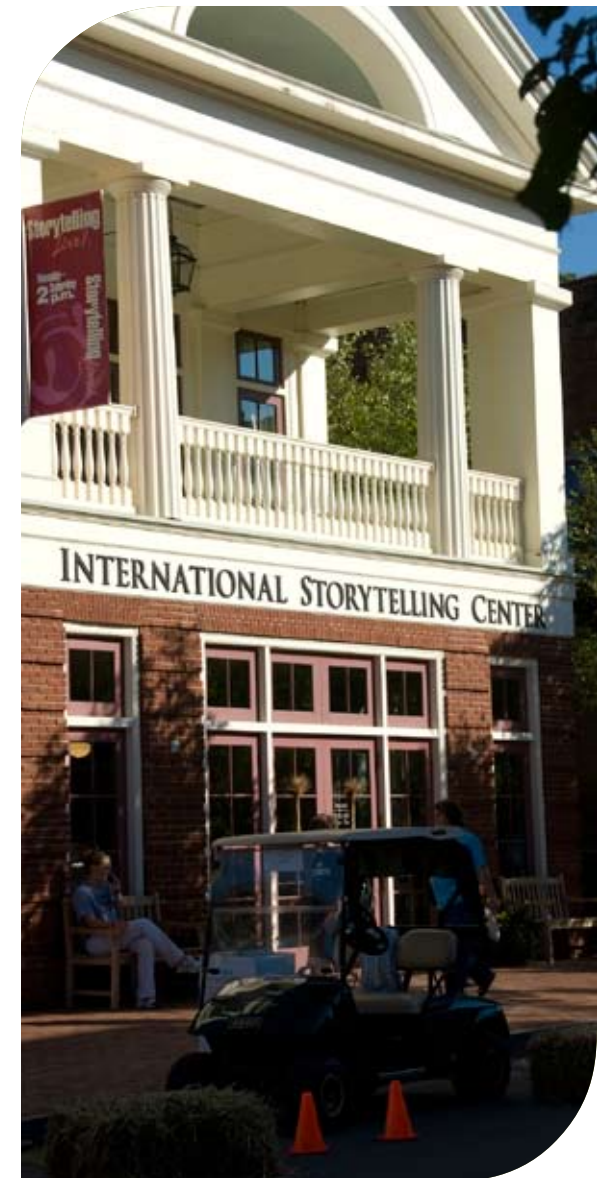
17.26.010 Generally.

17.26.020 Application of regulations.

Overlay districts are established to protect, maintain and enhance the unique physical and cultural resources and character of the city.
(Ord. 2571 § 2, 1997).

17.26.020 Application of regulations.

Property located within an overlay district as described in this title and the Port Townsend Shoreline Management Master Program and shown on the official overlay maps of the city is subject both to its zone classification regulations and to the additional requirements imposed for the overlay district. In any case where the provisions of an overlay district conflict with the provisions of the underlying zone, the overlay district provisions shall apply. In any case where the use provisions of the Port Townsend Shoreline Management Master Program conflict with the use provisions of the underlying zone, the use provisions of the Port Townsend Shoreline Management Master Program shall govern over the use provisions of this title even if a use is permitted pursuant to the Port Townsend Shoreline Management Master Program which would not otherwise be permitted under this title. (Ord. 2571 § 2, 1997).



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